

## Management and Education: Transformation of Islamic Boarding School Education in The Modern Era

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### ABSTRACT

The rapidly developing era has an impact on all sectors, one of which is in the world of education. The transformation of pesantren education in the digital era is an increasingly relevant phenomenon in the context of the development of information and communication technology. This study aims to explore the dynamics of changes that occur in the pesantren education system, as well as how these traditional institutions adapt to digital advances. The author uses a type of qualitative research in this study using a descriptive approach, that is, naturalistic research methods that are carried out naturally (natural setting) or directly. The results showed that modern cannot always be interpreted as sophistication or the use of contemporary tools in learning, modern in the perspective of pesantren is how science can be used without any time limits or useful knowledge in the present or in the future. Modern values have been instilled in pesantren long before the digital age. The conclusion of this study emphasizes the importance of education management in pesantren so as to create more inclusive and innovative education in the digital era.

Keywords: Management, Islamic Boarding School Education, Digital Era

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## INTRODUCTION

The transformation of pesantren education in the modern era is a form of adaptation of pesantren to the development of the times. The challenge or demand of every educational institution is the development of the times. The development of the times makes the demands of the times increase as well. Each educational institution tries to answer by providing attractive facilities and competency offers with the achievements of competent graduates. Islamic boarding schools also take a role in educating the nation's generation by trying to produce superior and qualified generation cadres who are ready to answer the demands of the times.

Efforts to implement good education must be accompanied by a good management system. Management in Education is an organized organization that is organized and in the world of education. Education management is a set of activities that involve the application of norms, standards, procedures, coaching, management and all efforts in the implementation of educational goals.(Rama et al. 2023) Education Management has a very large role in determining the direction with planning, organizing, (organizing), implementing (actualing), and controlling (controlling).(Qudsiyah 2023)

Education is a systematic and planned process that aims to transform individuals in order to achieve holistic development intellectually, morally, socially, and emotionally. In essence, education is an effort to humanize humans.(Hartono, Amarullah, and Mulyadi 2022) Islamic boarding schools are one of the oldest educational institutions in Indonesia. The education system in Islamic boarding schools is divided into three, namely, 1) traditional Islamic boarding schools, 2) modern Islamic boarding schools and 3) Islamic boarding schools that use a comprehensive system or a combination of traditional and modern systems.(Perawironegoro 2019) The goal of all of them is the same, namely to educate the Indonesian nation through Islamic da'wah institutions, namely Islamic boarding schools.

The development of the times is not an excuse for Islamic boarding schools to lag behind in terms of science. In fact, many modern Islamic boarding schools today have quality graduate competencies, even exceeding public schools. The impression inherent in Islamic boarding schools among the community is traditional Islamic educational institutions. However, Islamic boarding schools today have improved a lot and one of them is in their managerial system in the current digital era. So the author is interested in discussing how managerial in pesantren education in the digital era exists at Pondok Baitussalam Prambanan Yogyakarta.

## **METHOD**

The author uses a type of qualitative research in this study by using a descriptive approach, namely, the research method *Naturalistic* which is done naturally (*natural setting*) or directly.(Sugiyono 2008) Qualitative research offers a social perspective on phenomena and realities in the field that are inseparable from humans, so they are relative, subjective, and require interpretation.(Gatot Haryono 2020) This study took primary data obtained directly through field observation at Pondok Modern Baitussalam Prambanan, Yogyakarta.

The research techniques used by the author in collecting data are divided into three stages, namely, observation, interviews and documentation. Observation or observation is carried out by researchers in finding the information they want to get by going directly to the field. Observation is the systematic observation and recording of symptoms that appear in the object of research.(Hadi 2005) Interviews are conducted by researchers to get data directly by having a dialogue with two or more people as resource persons. The raw data from the interview will later be poured in the form of a narrative and reduced so that the topic of discussion remains focused. The last step is documentation, in this session the data recorded is in the form of the history of the establishment of the Baitussalam pond, vision, mission and objects that can be used to strengthen the argument.

Analyzing data means choosing which data is needed in the research or determining the conclusions of the data that are important so that it is easy to develop. The stages carried out when analyzing data include the following: 1) data collection 2) data reduction 3) data presentation and 4) conclusion drawing / verification.

## **RESULT AND DISCUSSION**

### **Definitation of Islamic Boarding School**

Islamic boarding schools are traditional educational institutions and one of the oldest educational institutions in Indonesia. Pesantren is the father of Islamic education in Indonesia, established because of the demands and needs of the times and actually the existence of pesantren in Indonesia is a form of awareness in kyai at that time to uphold da'wah *Amal*

*Ma'ruf Nahi Munkar*, developing Islamic teachings and at the same time producing cadres of ulama'.(Hasbullah 2001)

Quoting from Amir Hamzah in the book *Biography of K.H. Imam Zarkasyi*, it is stated that in terminology K.H. Imam Zarkasyi defines pesantren as an Islamic educational institution with a dormitory or cottage system, kyai as a central figure, mosque as the center of activities that animate it and Islamic religious teaching under the guidance of kyai which is followed by students as the main activity.(Zarkasyi 1996)

Another definition of pondok is explained by Sadjoko, Islamic boarding schools are Islamic religious education and teaching institutions.(Prasodjo 1982) Generally, it uses classical methods (classical, sorogan, weton and others) where kyai explains the yellow book and the students listen to the explanation and occasionally write the meaning and give harakat in their respective books. Because in general, the student handbook is in Arabic. There are three types of Islamic boarding schools in Indonesia, namely Salafi (traditional) Islamic boarding schools, modern Islamic boarding schools, and Islamic boarding schools that memorize the Qur'an.(Hasbullah 1999)

### **Educational Management in Islamic Boarding School**

Educational management is a discipline related to planning, organizing, directing, coordinating, and supervising various aspects in the world of education.(Achmad and Hartono 2021) It includes the management of human, financial, physical, and learning and teaching processes. Ahmad Janan is of another opinion that education management is defined as the activity of systematizing educational resources so that they are centralized in an effort to achieve educational goals. Management basically has similarities in the grid in it, or in managerial there are the same points and not much difference. In general, in a management there is planning, organizing, actuating and controlling, and evaluating (POACE).(Usman 2007)

The basic concept of pesantren management is not much different from management in other educational institutions, namely there is planning, organizing, implementing, controlling and evaluating, but the difference is that it is carried out in the pesantren. The purpose of management is basically to create a neat administrative system regarding the programs that will be achieved by an educational institution. In the managerial in Islamic boarding schools, there is something unique, because in Islamic boarding schools there are kyai figures who have extraordinary roles and authority, so sometimes they are often contradictory or contrary to their code of ethics.(Saugi W 2022)

Good management is a systematic and effective process of managing resources, including people, time, and finances, to achieve organizational goals efficiently. It involves good planning, efficient organization, clear direction, and careful supervision. The following is an explanation of management in Islamic boarding schools.

#### **a. Planning**

Planning is the first step in the management process. This involves identifying the organization's objectives, considering the available resources, the capabilities of the available resources, the potential that can be developed and formulating strategies and actions to achieve these goals. Planning in education is very important, because planning is the beginning of the aspects that will be carried out.(Mubin 2020) Planning basically determines the activities to be carried out in

the future, this activity aims to regulate various sources of potential and efforts to be carried out in accordance with expectations.

Planning in Islamic boarding schools is the first step in compiling or initial planning to formulate what activities will be carried out, this includes management of time, place and activities. The planning at the Islamic boarding school is prepared by the kyai and his staff and then conveyed to the *asatidz* for further realization. Every educational institution must have a clear vision, mission and goals. Planning is divided into two, short-term plans and long-term plans, short-term plans, for example, are what are the activities of students in a day, schedules or series from waking up to going to sleep again. As for the long-term plan in the Islamic boarding school, for example, programs that will be implemented in a matter of months or annual programs of the boarding school. (Perawironegoro et al. 2020)

b. Organizing

An organization is a group of people who are in one container, working together to achieve a specific goal. The purpose and benefit of the organization is that by working together, all affairs or limitations of a person in certain skills will be overcome. (Qori 2019) This step can be carried out after the initial stage or planning has been implemented. Organizing means dividing work according to their respective skills with the same goal, namely the achievement of educational targets as planned.

Organizing in an Islamic boarding school means how the boarding school forms or divides a responsibility into several parts with their own specifications. Usually we can see it in the organizational structure in the cottage, namely the leader, the administration section, the cottage administration section, the *santri* and so on. Not only that, this organization is also found in students as well.

c. Implementation

The third stage after planning and organizing is implementation. The main object is the implementation of the programs that have been arranged. Implementation in management is the stage where the plans and strategies that have been formulated are determined or decided to be implemented. This involves many people in the process, therefore it has previously been neatly arranged in the organization. (Sholeh, Efendi, and Junaris 2023)

The implementation of education involves many factors, including the implementation of policies, procedures and all actions that have been planned to achieve certain goals. The implementation of the program at the Islamic boarding school is carried out by students and coordinated by the *ustadz*, but there is still evaluation, coordination and routine reports to *kyai* regarding the prospects or development of the boarding school program. So students are the driving force in the boarding school which is commanded by *ustadz* and *kyai* as the determinant of the boarding school policy.

d. Control and evaluation

Control in management is important, where after planning, organizing and implementing, the purpose of controlling is an effort to observe whether everything that has been planned is in accordance at the time of implementation. (Meriza, n.d.) The object of control and supervision is all

activities carried out by students. The implementation of this controlling is carried out at any time, so students will always receive assistance from the ustadz if there are irregularities in the implementation of activities and can be immediately justified.

Supervision is usually carried out by the ustadz to control whether the activities in the boarding school are running according to the rundown or not and there needs to be justification (islah) to the students directly. This is important considering that all activities in the cottage must always be supervised so that everything runs according to what has been planned. Supervision is an evaluation stage through control, supervision and direction.

### **Factors in Improving The Quality of Islamic Boarding School Management in The Digital Era**

The era that develops rapidly has an impact on all sectors, for example in the economic sector and in the realm of education. (Islam 2022) Developments in science require educational institutions to keep up with the times, many formal schools now offer modern learning and even Islamic boarding schools also take a stance on the development of the times. Islamic boarding schools are the oldest Islamic educational institutions in Indonesia, but they still exist today and can even compete with institutions whose notes are more sophisticated and modern today. This is proof that education in Islamic boarding schools cannot be underestimated because it has quality and differentiation from other educational institutions.

The development of the educational curriculum is a strategic step to improve the quality of education and answer the demands of the times regarding the development of the times. (MUNIR 2018) The transformation of the curriculum in Islamic boarding schools does not absolutely change the entire curriculum, but includes some relevant materials or what modern society needs without eliminating the principles that exist in the Islamic boarding school itself.

#### **a. Character education through dormitory management**

Education at the Islamic boarding school is carried out directly in the boarding school environment. This means that all student activities are carried out in the cottage, namely in the dormitory. The dormitory is one of the important components in the boarding school, because the dormitory is a place for students to shelter while in the boarding school and the origin of the mondok students long ago was by staying in the huts to recite with kyai. The term huts around mosques and kyai houses at this time we often refer to as the term dormitory.

The boarding school not only teaches religious knowledge, but the boarding school also teaches the challenge of character education and moral cultivation of students. The process of character education and moral cultivation in the cottage is carried out in the dormitory. A figure who takes part in the implementation of character education in the dormitory is coordinated by the dormitory management or dormitory musyrif. Coaching in character education is carried out for 24 hours.

Character education will run optimally if students want to stay in the dormitory, because the supervision by the dormitory management is 24 hours. The role of dormitory coaches in enforcing discipline is one of the efforts to form the mentality of students to have an honest mentality, faith and continue to want to

learn. Supervision from waking up to going to bed and the implementation of programs in Islamic boarding schools is generally to build the mentality of students to be able to manage time management, this aims to make students disciplined to manage themselves. This is what makes students more mature and capable to face the demands of the times because it is based on a high discipline mentality.

b. Integration of technology in learning at Islamic boarding schools

Technological developments in this day and age require educational institutions to always adapt by following technological developments.(Nuri 2021) There are many educational institutions that offer modernization in their curriculum, such as schools that nowadays require their students to use laptops and mobile phones as a medium to support their learning. In contrast to Islamic boarding schools whose notes are traditional educational institutions. Islamic boarding schools in responding to things like this are by providing solutions in accordance with what is needed in the community.

Not using a laptop or mobile phone in studying does not mean that it is outdated. The word modern cannot always be interpreted as sophistication or the use of contemporary tools in learning, modern in the perspective of pesantren is how science can be used without any limitations of the times or knowledge that is useful in the present or in the future.

Islamic boarding schools do not all equip their students by providing facilities in the form of internet access in the learning process in the classroom, but Islamic boarding schools provide keys to use when they are out of the boarding school. It is not at all not equipped with knowledge such as computers, but the boarding school still holds seminars once a week as an effort so that its students do not miss information and are always *updated* with the latest technology. For example, there are semi-modern Islamic boarding schools that combine the government curriculum as an indifference to learning in the classroom and use the Islamic boarding school curriculum as a controlling system in the dormitory

## CONCLUSION

Islamic boarding school education and modernization are two contradictory things, where Islamic boarding schools are familiar with traditional meanings while modernization is often associated with economic growth, urbanization, industrialization, increased education, and changes in social values.

Modern cannot always be interpreted as sophistication or the use of contemporary tools in learning, modern in the perspective of Islamic boarding schools is how science can be used without any limitations of the times or useful knowledge in the present or in the future. Character education is a medium for forming the mental health of students to be ready to enter society. Dormitory is a medium of character education in Islamic boarding schools through 24-hour supervision by dormitory administrators.

The development of an increasingly modern era has an impact on all lines of life, one of which is in the realm of education. An increasingly sophisticated era requires human resources (human resources) to be able to keep up with the times. Students are encouraged to be technologically literate and ready to compete with graduates of formal institutions, and this

is where the role of pesantren management is to make system updates by combining elements of the development of the times while still not leaving religious elements.

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