

# C45. A. Hari Witono

*by A. Hari Witono*

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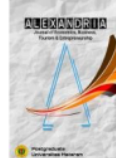
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## Management of Putri Al-Aziziyah Kapek Gunungsari Islamic Boarding School Review from Planning Aspects

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### Article Info

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**Abstract:** This study aims to determine the management of the female Islamic boarding school Al-Aziziyah Kapek Gunungsari in terms of planning aspects. The approach in this study uses a qualitative approach with a case study method. Data collection techniques were carried out through observation, interviews, and documentation. The research subjects are the supervisors and administrators of Islamic boarding schools. The results of this study indicate that the planning of the Al-Aziziyah Kapek Gunungsari female Islamic boarding school program for the leadership of the boarding school has compiled a program of female boarding school activities, arranged a schedule, then socialized it to the coaches, administrators, and teachers in order to prepare for the needs in the implementation of the Islamic boarding school program that has been prepared.

**Keywords:** Management; Planning; Islamic boarding school

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### Introduction

Management is very important in all areas of life (Widyanto, 2020; Ibrahim, 2018). Management can be defined as the ability to work with other people in an organized group in order to achieve the goals determined by the organization or institution (Safri, 2017a). In essence, management is the ability and skill of a person to plan, organize, manage and supervise the course of an activity or program, so that it can optimally achieve the desired goals on time and on target. Good management in its application must be followed by several principles that can support optimal success, so as to achieve quality management. The characteristics of good management are solid planning, proper execution, and strict supervision (Wibowo, 2018).

Education management in Indonesia is a central point in realizing human resource development (Safri, 2017b). With good management, an educational institution will be able to develop optimally as expected. Regarding the quality of education, it is difficult to determine the characteristics and measures used, but there are several indicators that can be used

as signs. These indicators include the quality of teachers, aids, facilities, costs and so on. Some of these variables are usually incorporated in educational resources that cannot be separated from one another. Even though educational resources are available, it is not necessarily the case that educational goals can be achieved without being accompanied by good education management or management.

Islamic boarding schools as one of the non-formal educational institutions also implement educational management so that students (santri) who study at the boarding school can develop optimally both from cognitive, affective and psychomotor aspects. It is impossible for an educational institution to issue good graduates if the management in a boarding school is not good either.

Today, various efforts to improve the quality of education continue to be carried out by many parties, both by the government and the community. These efforts are based on an awareness of how important the role of education is in developing and improving the quality of reliable Human Resources (HR) for the progress of society and the nation.

Discussing the problems of pesantren in relation to Islamic education institutions has become important lately. Pesantren received new support with the issuance of the National Education System Law No. 20 of 2003 and Government Regulation no. 55 of 2007 which positions pesantren as equal to other education in laws and government policies (Usman & Widyanto, 2021). The National Education System Law Number 20 of 2003 was agreed upon through people's participation, critical discussions, which took quite a long time and involved various groups, both from the government, education experts, religious leaders and leaders in Islamic boarding schools. This achievement is nothing but the fruit of the nation's democratic process. However, there are still problems that must be faced, namely how to improve the quality of the pesantren education system in the future (Usman & Widyanto, 2021).

In the Law of the Republic of Indonesia number 20 of 2003 concerning the National Education System, Islamic boarding schools are generally categorized as a religious system. This is contained in Article 30 paragraphs 1-5, namely: First, religious education is held by the government and/or community groups of religious adherents, in accordance with statutory regulations. Second, religious education functions to prepare students to become members of the community who understand and practice the values of their religious teachings and/or become experts in religious knowledge. Third, religious education can be held in formal, non-formal, and informal education channels. Fourth, religious education in the form of diniyah education, pesantren, pasaman, pabhaja samanera, and other similar forms. Fifth, the provisions regarding religious education as referred to in paragraph (1), (Abdullah, 2019).

This is also supported by educational facilities and infrastructure, media, as well as adequate learning resources, both in quality and quantity, and adequate costs, proper management, and a supportive environment. This is expected to produce maximum quality as expected. It was found that the management of Islamic boarding schools had not been running well, this could be seen from the following: 1) The arrangement and control of the work programs of Islamic boarding schools had not been carried out properly; 2) The standard criteria for graduates of Islamic boarding schools are mostly still low; 3) Management of human resources and financing that has not been optimal in Islamic boarding schools; 4) Management of infrastructure that has not been maximized. Of the four phenomena above, if a scientific research is not carried out as an effort to find a solution,

Based on initial observations at the Al-Aziziyah Islamic Boarding School Kapek, Gunungsari which is one of the largest huts for the West Lombok region of

NTB with a building of up to four floors and a three-story mosque. The students also came from various parts of the archipelago. Starting from Sumatra, Java, Bali, Sulawesi, Kalimantan, to East Nusa Tenggara, and some also come from neighboring countries, namely Malaysia. Pesantren Al-Aziziyah Putri Kapek is an Islamic educational institution that provides educational services ranging from the level of Al-Qur'an Kindergarten (TK), Islamic Elementary School, Madrasah Tsanawiyah (MTS), Madrasah Aliyah (MA), Masdrasah Qur'an Wal Hadith (MQWH), College of Tarbiyah Sciences.

Al-Aziziyah Islamic Boarding School has a superior program since its establishment in 1985. Where the flagship program is Tahfizul Qur'an and Ta'limul Lail. The two programs are the two flagship programs offered to prospective students. The programs at the Al-Aziziyah Putri Islamic Boarding School have been widely recognized and have participated in activities that help local governments in MTQ competitions at the Regency to Provincial Level, and donated trophies and certificates of appreciation that make the district and province proud. With these two programs, the students of the Al-Aziziyah Putri Pondok Pesantren are expected to be able to compete with students from public schools in NTB in particular and Indonesia in general. Many graduates from the Al-Aziziyah Islamic Boarding School are tired of becoming great people.

The idea of the need for educational management in Islamic boarding schools is seen as a necessity in order to survive in the midst of competition and globalization, as well as as a basis for future developments. Educational management has an important role so that Islamic boarding schools can run effectively and efficiently in accordance with the goals that have been set. Actually the Al-Aziziyah Putri Islamic Boarding School is tired of formulating its education management professionally. In its operational activities, the Foundation has appointed a management body that is in charge and responsible for managing all activities in Islamic boarding schools, the ustadz and ustazah from this management body are recruited from people who are expected to be able to manage Islamic boarding schools effectively and efficiently.

Educational management has an important role so that educational goals can be achieved effectively and efficiently. Although the Al-Aziziyah Putri Islamic Boarding School is tired of formulating a modern education management system, the implementation of education management is still not optimal. In its implementation, there are still many obstacles that occur in the field, such as the lack of adequate learning class facilities with the number of existing students.

Based on the description of the conditions described, researchers are interested in conducting

research at the Al-Aziziyah Putri Kapek Islamic Boarding School to find out about the management process of the Al-Aziziyah Kapek Islamic Boarding School in Gunungsari in terms of planning aspects.

## Method

The purpose of this study was to determine the planning of the Al-Aziziyah Islamic Boarding School Kapek Gunungsari Program. The research was conducted at the Al-Aziziyah Islamic Boarding School Putri Kapek, Gunungari, West Lombok, West Nusa Tenggara. The reason for choosing the sample of Al-Aziziyah Islamic Boarding School Putri Kapek Gunungsari is because this location is a reference place. The type of research used is qualitative research. Qualitative research is called the ethnographic method, the phenomenological method, or the impressionistic method.

This research has been carried out at Pondok Pesantren Al-Aziziyah Putri is tired, the researcher has seen the planning, implementation and evaluation process of the implemented program. With this research, researchers can find and describe various events, symptoms and social phenomena that occur, all related to the Management of the Al-Aziziyah Kapek Islamic Boarding School.

The data sources of this research are primary data and secondary data. In qualitative research, the number of data sources or respondents is not predetermined, because if the maximum information has been obtained, then the purpose of the study has been fulfilled. The primary data studied in this study were obtained from interviews using a purposive sampling technique, namely the technique of determining the sample with certain considerations. In this case, the informants taken are people who know very well about the state of the Management of the Women's Islamic Boarding School in the Al-Aziziyah Islamic Boarding School Kapek Gunungsari.

The secondary data in this study are: (1) books that are relevant to the research title; (2) Written official documents regarding the objective conditions of Pondok Pesantren Al-Aziziyah Putri Kapek, Gunungari, West Lombok, which have relevance to the focus of the research problem. Sources of written data will later be explored with documentation techniques and literature review consisting of books, scientific magazines, archives and personal documents.

Research data collection techniques and procedures are observation, interview, and documentation study techniques. Data and information in the form of interviews, observations, documentation, data processing is carried out, then presented descriptively and data analysis is carried out by Milles and Hubberman (2009), which includes: data reduction, data display, and verification. The examination of the

validity of the data carried out by the researchers in this study was in accordance with what was stated by Lincoln and Guba, including: credibility, transferability, dependability and confirmability tests (Sugiyono, 2012).

## Result and Discussion

Based on the data collected through interviews and documentation studies related to the planning of the Islamic boarding school program in carrying out the activities of the female Islamic boarding school, the leadership has planned the implementation of the female boarding school program to be carried out. For this reason, the leadership of the women's boarding school prepares and arranges the implementation program of the Al-Aziziyah Kapek Gunungsari women's boarding school so that it runs well, the aim is to help the coaches, administrators and the asatiz/asatizah board in overcoming difficulties in the process of implementing the cottage program. The researcher conducted an interview with the deputy leadership about the arrangement of the cottage program, he stated:

"The formation of the cottage program was made at the beginning of the establishment of the cottage, currently the cottage is still improving in making plans every 5 years, where we will see how our current education development is, what is needed by our children, so that the compiled program is equipped with needs analysis, background of the problems faced, especially problems related to student administration and cottage program activities. In this prepared program, it has also been implicitly explained about the goals and targets that will be produced. Islamic boarding schools continue to strive to develop programs according to educational needs in accordance with the programs we offer, because without the implementation of the program, the boarding school program will not be on target and the goals to be achieved" (interview with informant 1, 20-4-2022).

From the statement above, it can be clearly stated that the task of a leader as a regulator and determinant of implementation policies in an educational institution has been carried out, one of which is manifesting his ability to develop a cottage program, along with compiling its annual activities. And as a leader also considers what needs are needed to support the process of cottage activities. Meanwhile, ustazah (Z) also stated the same thing as what was conveyed by the deputy leadership. Where the ustazah (Informant 2) said about the Pondok program:

"The leadership in implementing the cottage

program must have designed and determined what kind of program planning will be implemented at this cottage, so that the program activities that have been held can be achieved as they should, in accordance with the purpose of the formation of this cottage and before I entered as an asatizah board here indeed the program planning has been arranged as it should be, until now."(interview on 20-4-2022).

The same thing about the supervision program was also conveyed by ustazah (W) (Informant 3) regarding the preparation of the Islamic boarding school program saying:

"As far as I know, the leadership has prepared a cottage program plan" (interview on 25-4-2022).

<sup>1</sup> Based on the information above, it can be seen that the head of the madrasah has prepared and compiled a boarding school program, routinely in conjunction with the annual boarding program planning meeting taking into account the various needs and problems that exist in the boarding school. From the statement of the deputy leadership (UHM) it can be seen that the cottage program that has been prepared in advance is notified and socialized to the coaches and administrators of the cottage so that they can prepare what is needed in the implementation of the cottage program. As stated by the deputy head of the cottage regarding the socialization of the cottage program, he said:

"After the implementation program has been structured, the socialization of its implementation will be carried out immediately. If it is not socialized, the ustadz and ustazah will not know what the schedule of activities will be like. So that ustadz and ustazah can prepare themselves to schedule their activities, and students can also prepare themselves to run the

cottage program" (interview with informant 1, 26-04 2022).

The results of the interview with ustazah (Z) about the socialization of the cottage program said:

"After the re-registration process for new students, all of us as teaching ustazahs will receive meeting invitations, the meeting aims to get socialization of activities in the new school year, as well as the process of implementing cottage program activities, or knowing changes in management if there is a change or change in management, as well as readiness of facilities. infrastructure that will support the activities of the cottage in the next year" (interview 27-4-2022).

<sup>1</sup> Based on the information from the informants above, it can be seen that the cottage program that has been prepared in advance is notified and socialized to the coaches, administrators, and ustazd/ustazah (teachers) so that all understand the contents of the cottage program so that they can prepare all supporting needs as supporting materials. learning process activities in the cottage.

Based on the results of observations made by researchers to strengthen the data from the interview. The researcher found that the leaders of the female Islamic boarding school developed the cottage program on a regular basis along with the preparation of the annual cottage program, which was tailored to the needs and conditions of the cottage. Goals and targets are focused on program implementation. The results of observations and documentation also strengthen the results of the interviews that have been described, that the leadership first prepares the implementation program for the cottage program and socializes it to the coaches, administrators, and the teaching council.

**Table 1.** Boarding School Program Planning Table

| Data source | Aspect   | Statement on Compilation of cottage planning   |
|-------------|----------|--|
| subject     | Planning | - Preparation of the cottage activity program wedo regularly every year renewal.<br>- After the program has been structured, socialization of its implementation is immediately carried out.   |
| Informant 1 |          | - Leaders in carrying out activities first prepare programs.<br>- Before the leader of the cottage instructs the implementation of the cottage, we are first notified and socialized so that we can prepare all the needs of the cottage program that will be implemented.   |
| Informant 2 |          | - The head of the cottage will inform the arrangement of cottage planning for the next year.<br>- The purpose of the boarding school leadership to socialize the cottage program is so that all coaches, administrators, and teachers understand the program that will be run in the next year, and can prepare all the learning needs needed. |
| Observation |          | - the leadership compiles the program for this boarding school seen from the document of the attendance list of the meeting and the minutes of the meeting for the preparation of the planning of the boarding school  |

As stated in the theoretical study chapter that planning is the initial action in managerial activities in every organization. Therefore, planning will determine the difference in performance (performance) of one organization with another organization in implementing plans to achieve goals. Planning is the process of determining what should be achieved and how to make it happen in reality (Rusniati & Haq, 2014). This means that in planning what will be achieved will be determined by making plans to achieve the goals set by managers at each level of management.

The results showed that the planning of the cottage program carried out at the Al-Aziziyah Kapek Gunungsari women's boarding school was a cottage program planning which technically the preparation process was carried out regularly every year, as well as adjusting the educational needs needed in the women's boarding school. And after the program is structured and the schedule is obtained, a socialization of the implementation of the program that has been prepared by the leadership is made. This is as the results of research which show that the existence of Pondok Pesantren Al-Aziziyah Putri Kapek was founded to fulfill its main goal, namely to produce graduates who are complete, as the results of interviews indicate that the initial ideals of the realization of this pesantren are maximum efforts to develop the personality of students as a Muslim. the good one, namely children with personalities who believe and fear God, have noble character, benefit the community by becoming subjects or servants of the community like the Apostle, namely being public servants as the personality of the Prophet Muhammad (following the sunnah of the Prophet), able to stand alone, free and firm in his life. personality, spread religion or uphold Islam and the glory of Muslims in the midst of society (Izzul Islam wal Muslimin), and love science in order to develop the Indonesian personality. Ideally the personality development that you want to aim for is the personality of Mohsin, not just a Muslim. namely being a public servant like the personality of the Prophet Muhammad (following the sunnah of the Prophet), being able to stand alone, free and firm in personality, spreading religion or upholding Islam and the glory of Muslims in the midst of society (Izzul Islam wal Muslimin), and loving science in the context of develop Indonesian personality. Ideally the personality development that you want to aim for is the personality of Mohsin, not just a Muslim. namely being a public servant like the personality of the Prophet Muhammad (following the sunnah of the Prophet), being able to stand alone, free and firm in personality, spreading religion or upholding Islam and the glory of Muslims in the midst of society (Izzul Islam wal Muslimin), and loving science in the context of develop Indonesian personality. Ideally the personality development that

you want to aim for is the personality of Mohsin, not just a Muslim.

This planning is closely related to the goals (means) and targets carried out (ends) by the Al-Aziziyah Islamic Boarding School Putri Kapek. Without planning the system is immutable and cannot adapt to different environmental forces. In open systems, changes in the system occur when environmental forces require or demand that a new balance be created in the organization depending on the rationality of decision makers. For social systems, the only vehicle for innovation change and adaptability is the human decision-making and planning process.

In planning there are specific goals. These goals are specifically written down and accessible to all members of the organization. And planning covers a certain period of the year. Obviously, there are specific program actions to achieve this goal, because management has a clear understanding of what part they want. Therefore, whether the planning that has been carried out by the Al-Aziziyah Putri Kapek Islamic Boarding School in compiling the plan can answer four main questions, namely: what will be done, how to do it, what must be done and who will do it.

These four questions must be answered at the same time as a concern for the pesantren whether the planning carried out has been implemented properly or not. Referring to the ideals that exist in the planning process, the management of the pesantren is indeed good and ideal, but with the emergence of these four questions, at least it can be measured or does not have the power of planning. Therefore, in the view of the researcher, the observations that the researcher has made are that by looking at the planning function which includes managerial activities.

Determining the goals and the right reasons for achieving these goals, the researcher assumes that the educational management of the Al-Aziziyah Putri Kapek Islamic Boarding School has not yet reached the ideal level. The researcher's reason for this is based on the evaluation of observations which show that the planning process has not found a clear direction with the change of the reference system in learning from the Ministry of Religion to the Ministry of National Education. This research is based on the fact that the planning elements are at least appropriate in reference to: goals, actions, resources, and implementation.

According to the existing theory, that innovation and renewal in the arrangement of the boarding school curriculum needs to be realized, namely by designing a curriculum that refers to the demands of today's society by not leaving the characteristics of the existing pesantren. Because if not, it is very likely that the pesantren will be abandoned by its students.

In the observations of researchers, the targets that have been carried out by the Al-Aziziyah Putri Kapek

Islamic Boarding School are only philosophical goals, namely maintaining and developing the nature of students (santri) to be obedient and obedient to Allah SWT, preparing them to have a Muslim personality, equipping them with various knowledges. knowledge to achieve a perfect life, become members of a good and happy society physically and mentally, in this world and the hereafter.

## Conclusion

4 After describing the results of research on the management of the Al-Aziziyah Putri Kapek Islamic boarding school, the researchers concluded that in planning the program for the Al-Aziziyah Kapek Gunungsari women's boarding school, the leadership of the boarding school had compiled a program of activities for the women's boarding school, arranged a schedule, then disseminated it to the coaches, administrators, and staff. teachers in order to be able to prepare supporting needs in the implementation of the Islamic boarding school program that has been prepared.

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