Evaluation of Management Functions at Darul Quran Islamic Boarding School’s Mojokerto: Case Study

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Abstract

The process of improving an organization can be seen from the management maturity model, which diagnoses a certain level of the four functions that must be owned by management, namely: planning, organizing, directing, and controlling. Thus, strengthening management is required because Islamic boarding schools need educational management. Renewable ones are adapted to the needs of the times and are primarily a bridge to the achievement of the vision of al-muhafadzah 'ala alqadim al-shalih wal-akhdzu bi al-jadid al-ashlah. The purpose of this article is to evaluate management functions at Darul Quran, Islamic Boarding school in Mojokerto, based on four management functions applied to other educational institutions. The results show that the four management functions can be used as a basis for formulating, implementing, and evaluating cross-functional decisions that enable a company to achieve its objectives include optimizing human resources, facilities and infrastructure, and systems. The implementation of the global education system can be integrated with the Tahfidz Pesantren curriculum. Darul Quran, Mojokerto.

Keywords: Evaluation, Management Functions, Darul Quran, Islamic boarding school

Introduction

Education is an important foundation for the development of personality and human civilization. Paying attention to history, the world of education has developed dynamically, starting from subject matter, learning systems, and management. One of the oldest educational institutions in Indonesia is the pesantren. Many experts argue that Islamic boarding schools are one of the most important and oldest educational institutions in Indonesia that are engaged in the development of Islamic religious knowledge. Before the Dutch came, Islamic boarding
school-type educational institutions have previously been established in the archipelago. (Turmudi, 2008)

Nurcholis Madjid, as quoted by Maschan, argued that the purpose of Islamic boarding school education is to form human beings who have a high awareness that Islamic teachings discuss three main issues, namely God, humans, and nature, after an absolute dichotomy between khaliq and creatures, including the forms of relationships between these three elements comprehensive. In addition, pesantren products are expected to have high competence to be responsive to the challenges and demands of life in the context of existing space and time. (Moesa, 2007)

The demands of the community's needs for education in Islamic boarding schools continue to increase from year to year because education in Islamic boarding schools is the most suitable place to shape the character and behavior of children who have good morals in facing the challenges of the times, especially ideological ones. The principle of coaching offered by Islamic boarding schools to students is carried out in a balanced manner between attitude, character, knowledge, intelligence, and the ability to communicate and interact with the wider community, as well as increasing awareness of their natural environment in adapting to the times (Hatta, 2023). The results of the coaching of pesantren also prove that besides mastering religious knowledge, students also have social values, so that many pesantren alumni become religious leaders and community leaders. This shows the great potential possessed by Islamic boarding schools, namely the potential for community development and educational potential by having a strategic position for developing people in order to prepare strong and independent human resources. Effective management of pesantren has the potential to address the need to promote education in line with the dynamics and demands of the pesantren supra system, which tends to experience rapid, broad, and deep development. (Sholeh, 2023)

Pondok Pesantren Tahfidz Putri, abbreviated as PPTP Darul Quran, is an Islamic Boarding School that was established in 2018 under the auspices of a foundation where the leadership perspective of the Board of Caretakers at PPTP Darul Quran Islamic Boarding School is collective; presumably, it has answered the community's concerns about the pesantren leadership system. This is managed soberly with a prominent impression on individual handling, centralistic nuances, and charismatic nuances, all of which are solely responsible for the Kyai figure.

The leadership of the Board of Trustees at PPTP Darul Quran Islamic Boarding School can be assumed to have democratic leadership. Given this, the Kyai does not lead the pesantren individually but collectively, with several Kyai, and most of the members of the Board of Trustees merge into the management of the Darul Quran Mojokerto Foundation as the Trustees. The authority and authority of the Kyai are not concentrated in a single figure of the Kyai but in the collegial collective leadership that is manifested in the Foundation Trustees and Board of Trustees.
In addition, where the students are all women or what is known as tarbiyatul banat by implementing the pesantren curriculum and formal education curriculum, namely: in junior high schools (SMP) and in high schools (SMA), when learning process activities can be carried out together, meaning that the pesantren curriculum which is known as a traditional or non-formal education system is also included as part of the formal education curriculum trying to improvise and restructure pesantren management according to the characteristics of effective education and a pesantren-based approach (Syukur et al., 2023), then it is hoped that it will have the characteristics of an effective pesantren with Prioritizing service, quality of education and innovation in the modern education system, this is carried out by the Board of Trustees and the Management of the Foundation. Stick to the qoidah ushul fiqh: "Al - Muhafazhoh 'Alal Qodimi Sholeh wal Akhdzu bil Jadilil Ashloh". Meaning: PPTP Darul Quran Islamic Boarding School has the principle of maintaining and not leaving old traditions that are still good and taking new developments that are much better.(Maryam, 2023)

Discussing the problems of Islamic boarding schools in the landscape of Islamic education has become important lately. Islamic boarding schools received new ammunition with the issuance of National Education System Law No. 20 of 2003 and Government Regulation no. 55 of 2007 which positions Islamic boarding schools as equal to other educational institutions in the eyes of laws and government policies. National Education System Law No. 20 of 2003 was agreed upon through popular participation, critical discussion, which took quite a long time and involved various groups, both from the government, education experts, religious leaders and figures in Islamic boarding schools. This achievement is none other than the fruit of the nation's democratic process. However, there are still problems that must be faced, namely how to improve the quality of Islamic Boarding school education system in the future. PPTP Darul Quran Islamic Boarding School strives to realize a better transformation. Thus this article will simply discuss some of the efforts that might be able to answer these problems from a management perspective, especially evaluating the management functions of Islamic boarding schools in accordance with the vision of the PPTQ Darul Quran Islamic Boarding School, namely Making Islamic educational institutions of international standard, producing graduates who are able to inspire and practice the Koran and al Hadith, competent, competitive, independent, and have a global outlook.

**Literature Review**

Based on the background above, this study focuses more on theories and concepts for the management function variables, as stated by Terry (2008: 77–78), while the dimensions of the management function are Planning, Organizing, Actuating, and Controlling. Terry combined the functions of directing and directing human effort into the "driving" function and stopped treating coordination as a separate function. Terry defines functions as 'fundamental statements that provide a guide to action.

According to Robbins and Coulter, "management involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively." This means that management involves coordinating and supervising other people's work activities so that they can be completed efficiently and effectively. In management, there is coordination and supervision because it can be a reference in the work activities of other people or subordinates. So that activities in management can achieve their goals efficiently and effectively, and there is coordination in terms of teamwork in the organization so that they can be completed on time and satisfactorily. In carrying out management activities, it is prioritized to have a planning activity both in terms of setting goals and the implementation process, as according to Cole's opinion, management is a process that enables organizations to set and achieve their objectives by planning, organizing, and controlling their resources, including gaining the commitment of their employees (motivation).


Management functions involve planning, organizing, staffing, directing, innovation, reporting, and controlling. Actually, as explained above, however, here staffing (work arrangement), namely the workforce is divided into several parts according to their portion in the workforce, the same meaning as organizing (organizing), directing (directing), namely where the direction is carried out in an implementation that directs is the leader, innovating (innovation) in implementation new innovations are born to provide additions so that goals are quickly resolved and achieved, and also reporting (presentation of reports), presenting reports here is useful for reporting everything that has been carried out, for making decisions as well as any policies and constraints encountered which are useful in future control.

3. Management Theory in Islam

Functions of Management in Islam In the context of Islam, management has elements that are not much different from the concept of management in general. This has been stated in Al-Hadith as the philosophy of life for Muslims. These elements include: (Effendy, EK. Mochtar, 1986; 137)

a) تخطيط (Planning), namely, planning an overview of an activity that will come at a certain time and method. As the Prophet said: Meaning: Indeed, Allah really loves people if they do something that is done in itqan (precise, directed, clear, and complete). (by Thabrani).

b) تنظيم (Organizing) a forum for the function of each person, work relations both vertically and horizontally, and emphasizing the importance of creating unity in all actions so that goals are achieved, has actually been exemplified in the Qur'an in the letter Ali Imran verse 103.

c) تنسيق (Coordination) is an effort to achieve good results in a balanced way, including among joint steps to implement plans with the hope of achieving the best goals.

d) سيطرة (controlling), namely observation and research on the course of planning. In the view of Islam, it is an absolute requirement for leaders to be better than their members so that the control they exercise will be effective. In accordance with the word of Allah (Ash-Shaff; 2)
e) تحفيز (Motivation): That is, to drive performance as much as possible with a voluntary heart. Problems related to motivation.

f) Leading is organizing and leading all activities to the goal. In the Qur'an and Hadith, much is discussed about leadership. Among them is the word of Allah SWT in Sura al-An’am.

Research Method

This study uses a qualitative method with a case study approach, which is one of the social science research methods where the use of a strategy is appropriate if the research questions are how and why. Qualitative research is descriptive-analytic in nature, with the data presented in the form of words or pictures.

Denzin and Lincoln in Moleong (2013: 5) state that qualitative research is research that uses natural settings with the intention of interpreting phenomena that occur and is carried out by involving various existing methods. Miles and Huberman in Moleong (2013: 4) state that the presence of research on location in a qualitative study is something that is absolute because the researcher acts as a research instrument and at the same time as a data collector. The advantage gained from the presence of the researcher as an instrument is that the subject is responsive to the presence of the researcher, decisions related to research can be taken quickly and with direction, and information can also be obtained through the attitude and way of the informant in providing information.

The main informants in this study were researchers, while the supporting informants were the principals of Darul Qur'an Middle and High Schools, the teachers' board, staff, committee members, and parents. The source of the data is also in the form of documents in the form of writing or pictures related to the activities of the Management Implementation of the Darul Qur'an Islamic Boarding School, Mojokerto. The main instrument is the researcher himself, who goes into the field and tries to collect information himself as material for analysis to evaluate the management functions of the pesantren. Data collection techniques include interviews, observations, and documentation studies. Moleong (2013) argues that qualitative data analysis is an attempt to analyze the data in detail and find a solution for each problem by presenting detailed, systematic, and attractive data in the form of explanations and pictures. The process of data analysis is based on the simplification and interpretation of data carried out before, during, and after the process of collecting evaluation data for each management function at the Darul Qur'an Islamic Boarding School.

As material for analyzing data simplification and interpretation, the researcher tried to photograph evaluation research activities for each pesantren management that were carried out before, during, and after the data collection process, namely data reduction, data display, and conclusion drawing and verification (Sugiyono, 2012: 335).
Results and Discussion

Evaluation of Management Functions in the Tahfidz Putri Darul Quran Mojokerto Islamic Boarding School System

In the concept of Islamic teachings, leaders are not only focused on someone who leads formal and non-formal institutions. Islamic demands are so universal that leadership is more specific to every human being who lives as a leader, both to lead himself and his group. Thus, leadership in Islamic teachings begins with each individual. Everyone must be able to lead himself from taqarrub to Allah and stay away from His prohibitions. When humans can lead others. In addition, the accountability of leaders in the Islamic context is not necessarily only to fellow human beings; the most important thing is accountability to the Creator.

The implementation of the education system at PPTP Darul Quran Islamic Boarding School combines the traditional pesantren system, the modern pesantren system, and the national education system. Students who will enter are strictly selected through a process of academic selection, health tests, psychological tests, and interviews. At present, the implementation of the educational program at PPTP Darul Quran Islamic Boarding School, which is managed by PPTP Darul Quran, is the hallmark of PPTP Darul Quran. Islamic Boarding School, which will later attract the interest of the wider community to choose schools based on Islamic boarding schools while at the same time being able to memorize the Koran in continuing education for their daughters. The implementation of the education program at PPTP Darul Quran Islamic Boarding School in the future will experience rapid and advanced development (Widyastri et al., 2022), because since its inception, it has been marked by a positive and strong community response through its educational programs, which continue to experience development and improvement. The level of progress achieved is inseparable from the influence of management efforts, which are based on the creative application of management functions, starting from the process of planning, organizing, activating, or actuating, to the process of supervising or controlling. In response to the existing problem formulation, evaluate the management function of the Tahfidz Putri Darul Quran Islamic boarding school in Mojokerto through the following activities:

1. Planning Evaluation

   This is done by analyzing an important scheme for the sustainability of the pesantren's organizational activities. By means of the management of the Darul Qur'an PPTP foundation, chaired by Mrs. Hj. Indriyati Adawiyah, S.H., M. Pd. He formulates concepts to face global challenges by implementing a curriculum that has a global perspective and the use of high IT so as to realize the competence of students who are able to compete in this globalization era.

   Even though PPTP Darul Quran Islamic Boarding School still continues the tradition of the pesantren; in developing education, it also adopts and innovates towards the modern education system. This is carried out by the Board of Trustees and the Management of the Foundation; of course, it cannot be separated from efforts to ensure that this pesantren remains relevant to the demands of the growing community. continues to grow. Stick to the qoidah ushul fiqh: "Al Muhaafazhoh, Alal Qodimi Sholeh wal Akhdzu bil Jadilil Ashlooh”. Meaning: Darul Quran Islamic Boarding School PPTP has the principle of
maintaining and not leaving old traditions that are still good and taking on new developments that are much better. PPTP Darul Quran Islamic Boarding School strives to realize a better transformation.

2. Organizational Evaluation.

The leadership perspective of the Board of Trustees at PPTP Darul Quran The Islmaic Boarding School is collective, presumably it has answered the community's concerns about the pesantren leadership system so far, namely that it is managed soberly with a prominent impression on individual handling, centralistic and charismatic nuances where all responsibility is assigned only to figures Kyai. The leadership of the Board of Trustees at PPTP Darul Quran Islamic Boarding School can be assumed to be democratic leadership. Given this, the Kyai does not lead the pesantren individually, but collectively leads collegial with several Kyai and most of the members of the Board of Trustees merge into the management of the Darul Quran Mojokerto Foundation as the Trustees.

The authority and authority of the Kyai is not concentrated in a single figure of the Kyai, but is in the collegial collective leadership that is manifested in the Foundation Trustees and Board of Trustees. The head of PPTP Darul Quran Islamic Boarding School is a kind of executive body chosen by the Darul Quran Mojokerto Foundation on the consideration and direction of the Board of Trustees of Islamic Boarding school. The head of the pesantren is the mandate of the Board of Caretakers who is entrusted with carrying out the decisions of the Board of Caretakers and is responsible to the Board of Caretakers. In addition to leading technical affairs at the pesantren, he is also obliged to assist the Board of Trustees in day-to-day care for the santri students according to the rules of authority in PPTP Darul Quran Islamic Boarding School.

As for the institutions under the supervision of the Foundation as well as the Caregiver Board of the PPTP, Darul Quran Islamic Boarding School is as follows:

1. SMP Darul Quran Islamic Boarding School.
2. SMA Darul Quran Islamic Boarding School.

Reference of the Quranic sanad for PPTP students of Darul Quran Islamic Boarding School to almaghfirulloh Sampang Madura. He was born and raised in the country of the Hejaz. The order (sanad) of the Koran He occupies the 35th sanad to Rasulullah SAW. The founder of the Bustanul Tahfihz Sa'idiyah Sa'idiyah Islamic boarding school, Sampang Madura, has become a reference for many Indonesian scholars. The implementation of PPTP Darul Quran Islamic Boarding School is under the coordination of the Darul Quran Mojokerto Foundation. The motto of PPTP Darul Quran Islamic Boarding School is: memorize fast, think hard, think carefully, and act rightly.

From the explanation above, it can be concluded that the management function of this organization is going well and in the hight category where human resource management as a control process is based on the management function of resources originating from humans or personnel in which it is fulfilled adequately and is democratic according to the chart below:
3. Briefing Evaluation

In the directing process, the aim is to coordinate various diverse activities and provide direction on performance that is still considered deviant and deemed not good, as well as guide subordinates to have creativity to support better performance. In this case, the board of trustees, together with the foundation's management, has made a routine schedule of routine meetings with all structural and asatid boards of PPTP Darul Qur'an Mojokerto through an agenda to discuss the progress of Islamic boarding schools in progressive areas. Where the entire academic community in the PPTP Darul Quran Islamic Boarding School environment requires students to improvise themselves by carrying out ritual worship and applying their religious practices in daily life, as well as having good morals as the embodiment of creatures and servants of Allah SWT who are faithful and pious. This is also done by means of riyadhoh sholawat nariyah by all academics and students. This form of application is realized in institutional management and professional performance in accordance with Islamic law based on the Koran and al Hadith through a leadership meeting (Muspimnu) with all structural officials at PPTP Darul Qur'an Islamic Boarding School, Mojokerto.

In addition to the activities above, the board of trustees and the foundation's management have coordinated the activities of Islamic boarding schools and also in school institutions, so that the activities of each of the various subordinates are coordinated in one direction, namely towards the goals of the organization or PPTP Darul Quran Islamic Boarding School. It can be analogized that giving orders can correct asatid activities that deviate from the tracks that have been made by the foundation's management.

Establish good relations between the leader himself and his subordinates. Commanding subordinates is a means of communication between leaders and subordinates. By giving this direction to subordinates, the leader conveys his ideas in such a way that the structural staff and the asatid board understand the aim of the pesantren, namely to make an Islamic educational institution of international standard, produce graduates who
are able to live and practice the Quran and al Hadith, are competent, competitive, independent, and global-minded.

In addition, the chairman of the foundation for the 2023/2024 period Mrs. Hj. Indriyati adwiyah and her staff are extraordinary drafters. Where the ideas that have been made must be well realized and successful in realizing competent and competitive Islamic boarding schools are carried out by efforts to hone and continuously develop abilities, skills, talents, and interests, as well as build habits to try to compete in achieving academic and non-academic achievements.

4. Control Evaluation

This control function can be carried out through control or supervision activities, which is the most effective way. The astaid and the structure of Islamic Boarding school have realized that the board of trustees and the foundation's core management have supervised all units, and all planning and implementation of activities can be realized successfully. The evaluation of the control function in the existing human resources at the pesantren is not only carried out by the head of the foundation but also by the Supervisory Board of the Education Office, which is already attached to the organization at the pesantren.

Whereas the leadership of PPTP Darul Quran Islamic Boarding School is the core of management, and management is the essence of administration, the link between the leadership of the governing board and the foundation, human resource management, and administration of infrastructure and various other administrative elements into a process where joint business activities cover all units and are mutually sustainable with each other so that the problem control process can be resolved properly at Islamic Boarding school can be illustrated through the following figure:

The conclusion that can be drawn from the description above is that in a leadership process that involves joint business activities between two or more people in achieving
Evaluation of Management Functions at Pondok Pesantren Darul Quran Mojokerto: Case Study

predetermined goals, both administration, management, and leadership will be interrelated in obtaining output. and outcomes as follows:

- Develop management standards for school-based management education.
- Developing a culture and climate conducive to a boarding school environment in the form of safe, clean, comfortable, beautiful, and Islamic
- Provide curriculum, learning materials, and resources, as well as classroom action research, to meet the competency needs of graduates with a global perspective.
- Providing educational facilities and infrastructure that are complete, proper, comfortable, based on the latest information technology, and have a future and global perspective
- Create a participatory, transparent, independent, rational, and accountable education financing standard management system internally and externally.

Conclusion

Analysis of the evaluation of leadership management at Tahfidz Putri Darul Quran Islamic Boarding School Islamic Boarding School consists of four functions of planning, organizing, actuating and controlling which are the central point and dynamics of the entire process of organizational activities in the pesantren which run well and are structured in a democratic manner. The leadership process, which consists of a board of trustees and the core management of the foundation, is the process by which the leader creates a vision, influences attitudes, behavior, opinions, values, norms, and so on, from structural officials to female students, involving joint business activities. Leadership is the essence of management, and management is the essence of administration. Therefore, in a process that involves joint business activities between two or more people in achieving predetermined goals, both administration, management and leadership have a very close relationship in Islamic Boarding school organization.

References


