



EDUCATIONAL MANAGEMENT MODEL OF DARUL ISTIQAMAH ISLAMIC BOARDING SCHOOL MAKASSAR

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ABSTRACT

This article aims to analyze the education and coaching system at the Darul Istiqamah Islamic Boarding School in Makassar, as well as the role of Kiai and teachers in managing students. This study uses a descriptive qualitative method, involving interviews, observations, and documentation to obtain in-depth data on aspects of education in Islamic boarding schools. The results of the study indicate that the Darul Istiqamah Islamic Boarding School applies a holistic approach in fostering the character and religious knowledge of students. The role of Kiai and teachers is very significant in directing and guiding students through interactive and participatory teaching methods. In addition, this study identifies the challenges faced in the process of accepting students and organizing their social lives. The conclusion of this study confirms that the Darul Istiqamah Islamic Boarding School is committed to improving the quality of education by maintaining local religious and cultural values, and adapting to the times. The existence of this Islamic boarding school not only contributes to religious education, but also to the formation of the character of students who have noble morals and are ready to contribute positively to society.

Keywords: *Islamic education, Islamic boarding school, character development, kiai and teachers, holistic approach, student management, cultural and religious values.*

I. INTRODUCTION

Education is the most important element in human life, showing that every individual in Indonesia has the right to receive education and is expected to continue to develop in it. Education has no limits, and is generally defined as a life process that aims to advance each person so that they are able to live and face life. Therefore, being an educated person is very important. The role of education is very significant in preparing and improving quality Human Resources (HR) so that they can compete healthily and build a sense of solidarity among fellow human beings. This statement is supported by the definition of education contained in the National Education System Law No. 20 of 2003, which states that education is a conscious and planned effort to create a learning environment and learning process, so that students can actively develop their potential to gain spiritual strength in religion, self-control skills, personality, intelligence, good morality, and the skills needed by themselves, society, nation, and state (Marisyah et al., 2019). In a simple and general sense, education means human efforts to grow and develop their potential, both physical and mental, in accordance with the values and norms that apply in society.

Indonesia is the country with the fifth largest Muslim population in the world. This has caused Islamic education to experience rapid growth in Indonesia. Islamic education is present in various types of institutions that are found in almost every big city, even in the regions, one of which is Islamic boarding schools. Islamic boarding schools are part of national education that existed long before independence and are educational institutions that have their own characteristics, originality (indigenous), and Indonesian identity. Islamic boarding schools are institutions that are a manifestation of the process of development of the national education system. In terms of the story, Islamic boarding schools are not only identical to the meaning of Islam, but also contain the meaning of Indonesian authenticity. According to Nurcholis Madjid, "The rooms of Islamic boarding schools, a portrait of a journey" (Santi & Aini, 2022). Therefore, institutions similar to Islamic boarding schools have actually existed since the era of Hindu-Buddhist rule. Thus, Islam only continues and Islamizes existing educational institutions. Of course, this does not reduce the role of Islam in leading education in Indonesia. (Oktari & Kosasih, 2019).

Management is a concept that studies the relationship between behavioral aspects and system components related to organizational change and development. Demands for change and development arising from internal and external environmental demands affect group behavior and changes in its situation. Change aims to adapt to the environment. The goals of the organization are in line with the needs of the community (Yakin, 2014). The key to change in an organization lies in the people who lead the organization, namely how they use their leadership time. As an educational institution, Islamic boarding schools have a responsibility to improve the quality of education, both religious education and general education. (Qori, 2019). Islamic boarding schools and madrasahs are a manifestation of efforts to improve the Islamic education system, especially efforts to improve the Islamic boarding school system (Yatimah, 2011).

II. LITERATURE REVIEW

A. Educational Management

Educational Management is a discipline that focuses on managing various aspects of the education system to achieve mutually agreed educational goals that include a series of activities involving planning, organizing, mobilizing, and supervising in the context of education (Syafar et al., 2024).

Educational management can be interpreted as a process of planning, organizing, directing, and controlling all resources in order to achieve educational goals effectively and efficiently (Akhyar & Kosim, 2024). In other words, educational management is an effort to manage various aspects of education, such as educators, curriculum, facilities, and finances, to create an optimal learning environment. Educational management has a very important role in improving the quality of schools and ensuring that all components of education run effectively and efficiently (Khairunnisa et al., 2023).

Good educational management is an important foundation for realizing quality schools, namely schools that are able to create a conducive learning environment, achieve optimal learning outcomes, and equip students with skills that are relevant to the needs of today's society. In an increasingly global and competitive era, schools in Indonesia are expected to transform into educational institutions that not only produce graduates with high academic grades, but also have superior character and competence (Haqiqi, 2024).

Based on the opinions of the experts above, it can be concluded that the main objective of educational management is to create an environment that supports an effective and efficient teaching and learning process, by improving the quality of education and achieving national or institutional educational goals. Educational management also involves other stakeholders such as students, parents, and the community in creating a better education system.

B. Islamic Education

Marimba said in (Maulidin, 2024) Islamic education is physical and spiritual guidance based on Islamic religious laws towards the formation of the main personality according to Islamic standards. With another understanding he often says the main personality with the term Muslim personality, namely a personality that has Islamic religious values, and is responsible according to Islamic values. Aris (2021) Simply put, Islamic education is education that is "colored" by Islam. So Islamic education is education that is based on Islam. Thus, the values of Islamic teachings greatly color and underlie the entire educational process. Viewed from an etymological perspective, the term Islamic education itself consists of two words, namely "education" and "Islamic".

The main goal of Islamic education is to form individuals who are not only intellectually intelligent, but also have noble morals and can practice Islamic teachings in everyday life. Islamic education integrates religious knowledge with general knowledge in order to produce a generation that is balanced in spiritual, moral, social, and intellectual aspects.

Based on this explanation, it can be concluded that Islamic education is an education system that integrates world knowledge and religion in forming the character of individuals who are devout, knowledgeable and have noble character. With a comprehensive approach, Islamic education aims to produce a

generation that is not only intellectually intelligent, but also strong in faith and has high social awareness. This education teaches the importance of balance between worldly and everyday life, and makes Islamic teachings a guide in everyday life.

C. Islamic Boarding School

Islamic boarding schools are one of the institutions that are able to provide a significant influence in the world of education, both physically, spiritually, and intellectually, because the source of religious values and norms is a frame of reference and thinking and ideal attitude of the students. So that Islamic boarding schools are often referred to as cultural transformation tools (Maulidin, 2024). The main function of Islamic boarding schools is to produce scholars and religious experts. Learning activities that occur in Islamic boarding schools are not just the transfer of certain knowledge and skills but the most important thing is the instillation and formation of certain values to students. The three most important aspects of education, namely psychomotor, affective, and cognitive, are given in a stimulating and balanced manner to students.

According to Abdul Adib (2021) Islamic Boarding School as a form of non-formal educational institution is a type of traditional Islamic educational institution in Indonesia, the aim of education is to deepen religious knowledge and practice it as a guide in daily life or what is called Tafaqquh Fiddin. The implementation of Islamic boarding school educational institutions in the form of dormitories in which the community is looked after by kiyai or ulama and assisted by religious teachers.

Islamic boarding schools as traditional educational institutions have a big role in educating the nation's children form personality, strengthen morals and equip them with knowledge are the goals of Islamic boarding school educational institutions. The learning pattern of Islamic boarding schools is not much different from the system that applies to the "original" educational institutions. Of course with different content, namely including "new" lessons or teachings which are later known as Islam (Resya & Diantoro, 2021). The education system and goals of Islamic boarding school education are in accordance with the goals of national education. The tradition of Islamic boarding schools is now rising, trying to strengthen its role in participating in advancing the Indonesian nation in various fields of life so that the goal of building a modern Indonesian civilization with noble character as the main strength of the nation can be achieved more quickly. With Islamic boarding schools, students who have good morals, are educated especially in the field of religion and the study of religious materials and practices that are different from non-Islamic boarding school education, religious studies are relatively few.

III. RESEARCH METHODOLOGY

The descriptive quantitative research method was used in conducting this research in order to describe the education management system at the Darul Istiqomah Islamic Boarding School in Makassar. Descriptive research is research with a method to describe a research result. This type of research aims to provide a description, explanation, and validation of the phenomenon being studied (Ramdhan, 2021). This method is also used to examine social, cultural, and

educational aspects in depth through an understanding of the experiences and perspectives of the research subjects.

The data collection procedure was carried out through interviews. In this study, interviews were conducted with one of the teachers at the Darul Istiqomah Islamic Boarding School in Makassar to dig up more detailed information about the education system, student development, and various other aspects. Observations and documentation were also carried out to directly observe learning activities, religious activities, dormitory life, as well as social interactions in the Islamic boarding school environment and to obtain data on policies, programs, and documented results related to the research object.

The main data that has been collected includes information on the management structure, curriculum, coaching process, discipline and challenges faced in education management at the Islamic boarding school. The research lasted for 3 days, namely on October 2-3, 2024 and on November 7, 2024, which was located on Jl. Mamoja Raya, Manggasa Village, Tamalate District, Makassar, South Sulawesi.

The research subject in this observation report is one of the teachers at the Darul Istiqomah Islamic Boarding School in Makassar. They were chosen as research subjects because they play an important role in running the education and coaching system in the Islamic boarding school. Teachers, as the spearhead in the teaching and learning process, have a deep understanding of the curriculum, learning methods, and teaching strategies applied in the Islamic boarding school.

IV. RESEARCH RESULT

A. Structure and Leadership at the Darul Istiqomah Islamic Boarding School Makassar

Based on the results of interviews with teachers and administrators of the Darul Istiqomah Islamic Boarding School Makassar, it is known that this Islamic boarding school has an organizational structure consisting of the head of the madrasah, deputy head, dormitory supervisor, and several subject teachers. According to the results of interviews with several teachers at the Darul Istiqomah Islamic Boarding School, it is known that Mr. Rahmatullah Marzuki, M.Pdi is the leader of the madrasah.

In terms of structure and leadership aspects, educational management theory emphasizes the importance of effective leadership in directing educational institutions towards their goals. The leadership structure at the Darul Istiqomah Islamic Boarding School Makassar, which consists of the head of the Islamic Boarding School, deputy head, subject teachers, dormitory supervisors, and other educational staff plays an important role in ensuring that the learning process both in the classroom and in the dormitory can run well and effectively for students. Decision making is decided by the head of the Darul Istiqomah Islamic Boarding School Makassar, namely Mr. Rahmatullah Marzuki, M.Pdi after holding a meeting or discussion with the teachers. Strong leadership reflects the theory that states that the success of an educational institution is highly dependent on the ability of the leader to carry out the right vision, mission, and policies (Suryadi, 2023).

B. Student Admission Process

The process of accepting new students at the Darul Istiqamah Islamic Boarding School is carried out online and also carries out a selection test for the ability to read the Quran and basic knowledge of Islam for prospective students. This selection reflects the concept of student management in educational management theory, where the selection aims to ensure that students have adequate basic skills to follow the education process at the Islamic boarding school.

The Darul Istiqamah Islamic Boarding School Makassar opens registration for new students every year with an online system and also carries out a selection based on religion, such as an oral Quran test and a prayer reading test. This test aims to test the basic abilities of prospective students. Approximately 20 new students are accepted each year at the Darul Istiqamah Islamic Boarding School Makassar.

The Darul Istiqamah Islamic Boarding School Makassar also opens registration with the levels of education for Madrasah Ibtida'iyah, Madrasah Tsanawiyah, and Madrasah Aliyah. For new students, a registration fee of IDR 200,000.00 will be charged for the form, IDR 350,000.00 for monthly tuition fees, and a deposit of IDR 2,500,000.00.

The management of the new student admission process at the Darul Istiqamah Islamic Boarding School in Makassar is to carry out planning in advance. Planning aims to accelerate the implementation of the event. Therefore, supervisors, supervisors, and the new student admission committee are responsible for implementing the new student admission program and determining new student admission activities. In this case, they already have their own work programs. Good cooperation between supervisors and the new student admission activity committee.

This is in accordance with the opinion of Anton Athoillah in his book, he stated that management is "a process consisting of planning, organizing, leadership and control actions in which there are efforts by organizational members to achieve predetermined goals by directing the organizational resources they have (Herliana et al., 2021).

C. Educational Program and Curriculum

The learning curriculum used is the 2013 Curriculum (K13) and the Independent Curriculum. The 2013 Curriculum (K13) is implemented in Grades 11 and 12, then for grade 10 it has implemented the Independent Curriculum. The curriculum used at the Darul Istiqamah Islamic Boarding School in Makassar combines Islamic religious education and general education, in line with the curriculum management theory that emphasizes the importance of balance between religious knowledge and general knowledge.

Then the Darul Istiqamah Islamic Boarding School has excellent programs, namely: (1) National and international educational cooperation (Daurah Santri Makkah Al Mukarramah Saudi Arabia and Opportunities to Continue Middle Eastern Studies), (2) Program for memorizing the 30 juz of the Qur'an by conducting class guidance, studying the science of monotheism, fiqh, interpretation, hadith, preparation for imams, khatibs, da'i and da'iyah. (3) Arabic and English Language Programs, (4) Tahsinul Qur'an Program, and also the Darul Istiqamah Makassar Islamic Boarding School has excellent programs

specifically for Madrasah Ibtidaiyah, namely, tahfidz class, outing class, scout class, crafting day, cooking day, and market day. Darul Istiqamah Islamic Boarding School Makassar also has extracurricular learning programs including, preaching/speech training (public speaking), scouts, martial arts, sports, science week, Islamic arts and crafts (calligraphy), study tours, language week, and women's development. This shows that Darul Istiqamah Islamic Boarding School Makassar strives to adapt religious education to global demands through international cooperation and curriculum modernization.

D. Qualification Standards for Educators and Education Personnel

The qualification standards for teachers at the Darul Istiqamah Islamic Boarding School in Makassar are at least in accordance with the field of study to be taught. The Islamic boarding school also often conducts training such as workshops on curriculum development, teaching methods, and learning media. This training is routinely carried out to improve teacher competence, and the form of training is training on curriculum development and learning methods. The application of qualification standards and the provision of training are in line with the theory of educational management which emphasizes the importance of professional development of education personnel to ensure optimal teaching and coaching quality.

E. Islamic Boarding School Facility

The facilities provided at the Darul Istiqamah Islamic Boarding School in Makassar include a strategic and affordable location, a 2-story mosque, a 3-story male student dormitory, a 2-story female student dormitory, a 2-story school building, PDAM toilets and drilled wells, a studio and computer lab, adequate sports facilities, a school health unit, life skills and arts equipment, a student library, a student public kitchen, and a student cooperative.

The Islamic boarding school also provides comfortable and adequate classrooms, so that students can feel comfortable during the learning process, the library provides literary sources that support learning and increase students' insights. These facilities can also increase students' reading and independent learning skills.

These facilities not only support teaching and learning activities but also help foster character, independence, and discipline in students. With adequate facilities, the Islamic boarding school can also provide a conducive environment for the development of students.

The educational program offered at the Darul Istiqamah Islamic Boarding School is in line with the objectives of the curriculum program, namely formulating what is to be achieved by using the expected methods, systems, and strategies. In this case, the goal is a very important thing in the education process, so that teaching materials, methods and materials should be adjusted to the expected goals (Prayoga, 2020).

F. Islamic Activity

Religious activities at the Darul Istiqamah Makassar Islamic Boarding School are the main pillars in shaping the character and spirituality of students. The routine da'wah activities teach Islamic values and build a strong understanding of religion. Religious lectures delivered by the ustadz provide

enlightenment and inspiration for students. Hadith reading exercises improve students' ability to understand and practice Islamic teachings. The Al-Quran memorization program fosters students' love for the holy book and improves their spiritual quality.

The Islamic boarding school organizes religious activities through guidance on the study of the science of monotheism, fiqh, interpretation, hadith, preparation of imams, kahtib, da'i and da'yah, tahsinul qur'an programs, and also Arabic language learning. These religious activities can shape students who have a deep understanding of religion, have noble morals, and are ready to contribute as religious leaders in society.

These activities are in line with the community value system and Islamic traditions in life as a source of moral values, where religious activity programs in Islamic boarding schools can determine the model of society, while coaching in Islamic boarding schools is greatly influenced by the performance of the kyai and Islamic boarding schools are also required to maintain, supervise and build community relations, especially regarding Islamic religious education and more so morals (Sardi, 2024).

G. Supervision and Social Life

The Islamic Boarding School disciplinary rules are designed to create an orderly Islamic boarding school environment and encourage students to be more responsible. If there is a mistake, it will be given to the students, such as giving memorization to the students, the amount of memorization given is adjusted to the violation made. Joint activities and guidance from the instructors teach students the ethics of interacting and resolving conflicts well. The purpose of giving punishment is to raise awareness of the importance of discipline and respecting shared rules, so as to create a conducive atmosphere for positive interaction, mutual respect, and harmonious relationships.

Strict supervision of students is carried out by experienced boarding school administrators, instructors are usually graduates of the Darul Istiqamah Makassar Islamic Boarding School. The instructors are responsible for guiding and supervising students in various aspects of life, both inside and outside the dormitory. They provide support and guidance for students who are experiencing difficulties, and create a safe and conducive atmosphere for the students. The form of supervision is by providing guidance to students with instructors as mentors providing study guidance, religious discussions, counseling, and motivation to students. Discipline is the most important capital to achieve success. Discipline allows someone to get used to something, grow, finish something on time and develop the potential that exists within themselves. Children who are self-disciplined have a self-order based on religious values, cultural values, social rules, outlook on life and attitudes that are important for themselves, society, nation and state. Bernhard, stated in Moh. Shochib, that "the purpose of self-discipline is to strive to develop children's interests and develop children into good human beings, who will become good friends, neighbors and citizens"(Alfath, 2020).

H. Communication, Achievement, and Reputation

The image of an educational institution is formed based on various factors, including academic reputation and academic quality. This can be achieved by improving the professional performance of the head of the

madrasah, teachers, and staff related to the madrasah. No less important is a good relationship between teachers and parents of students, as well as a clear curriculum to improve the competence of graduates (Khorotunniswah et al., 2020).

There are many ways that Islamic boarding schools can communicate with parents, but the most common ones are holding regular meetings between Islamic boarding school administrators and parents of students to discuss developments and problems faced and also using telephones or messaging applications to provide quick news about the condition of students, especially in emergency situations, and also holding regular monthly religious studies to parents of students. Darul Istiqamah Islamic Boarding School Makassar has a cooperative relationship with alumni and religious organizations in Saudi Arabia.

Regarding communication with parents, Darul Istiqamah Islamic Boarding School Makassar uses various methods to maintain good relations with the parents of its students. Islamic Boarding Schools usually hold regular meetings, use messaging applications for quick communication, and regular reading sessions with parents. This supports the theory of educational management which emphasizes the importance of communication and parental involvement in the educational process to increase support for student development.

I. Challenges

Darul Istiqamah Islamic Boarding School faces challenges in terms of competition with formal educational institutions. negative stigma and changes in student behavior. The Islamic boarding school overcomes this by trying to improve the quality of education and the administrators of the boarding school are stricter in approaching the students.

Other challenges include competition with formal educational institutions and changes in student behavior. To overcome this, the Islamic boarding school tries to improve the quality of education and enforce stricter discipline. Another obstacle is the limited facilities and resources, but the Islamic boarding school overcomes these problems by utilizing existing resources and establishing cooperation with various stakeholders, including alumni and external institutions. Overall, the results at Darul Istikama Islamic Boarding School show a strong relationship between the theory and practice of educational management in this field.

Effective leadership, a balanced curriculum, a strict disciplinary system, and strict supervision are the characteristics of Islamic boarding schools that educate students with noble character, are independent, and are ready to face global challenges.

V. CLOSURE

Darul Istiqamah Islamic Boarding School Makassar has implemented a holistic education management model that combines religious education and general education to shape the character of students who are noble, knowledgeable, and ready to face the challenges of the times. Kiai is an important role in guiding the character and spiritual values of students through interactive teaching methods.

Darul Istiqamah Islamic Boarding School Makassar has a leadership structure that shows effective and participatory decision-making, in accordance with the principles of educational management. The process of accepting new students is carried out through several stages of selection, such as basic religious ability tests, which show the boarding school's commitment to the quality of student input. The implementation of the curriculum, namely the 2013 curriculum and the independent curriculum, and balances religious education and general knowledge.

This Islamic boarding school also offers superior programs such as tahfidzul Qur'an and Arabic and English language training to improve student education. The facilities provided are also adequate and can support effective and comfortable learning for students. In addition, Islamic boarding schools also face challenges in disciplining students and also competition with formal educational institutions, but the Islamic boarding school overcomes this by improving the quality of education and also strict supervision. The Islamic boarding school also always ensures involvement and conducts regular communication with parents of students to provide information regarding the development of students..

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