Development of Islamic Boarding School Management As An Agent of Change in Improving the Quality of Education in the Modern Era

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Abstract

This study aims to analyse the development of pesantren management as an effort to improve the quality of education and sustainability of institutions in the modern era. The main focus of this study is how pesantren can act as agents of change through effective and adaptive educational management in the face of globalisation challenges. This study uses the Systematic Literature Review (SLR) method by analysing various literature sources, including books, journal articles, and relevant research reports. The collected data was analysed through the stages of identification, selection, classification, and synthesis of findings to produce a comprehensive picture of pesantren management. The results show that the development of pesantren management, which includes planning, organising, implementing, and supervising, can improve the effectiveness of education, produce competent graduates, and maintain the relevance of traditional values to modern demands. Thus, pesantren not only function as traditional Islamic educational institutions, but also as agents of change that contribute to the development of society and the nation.

Keywords: *Islamic Boarding School, Educational Management, Quality, Agent of Change.*

Abstrak

Penelitian ini bertujuan untuk menganalisis pengembangan manajemen pesantren sebagai upaya meningkatkan mutu pendidikan dan keberlanjutan lembaga di era modern. Fokus utama kajian adalah bagaimana pesantren dapat berperan sebagai agen perubahan melalui pengelolaan pendidikan yang efektif dan adaptif terhadap tantangan globalisasi. Penelitian ini menggunakan metode *Systematic Literature Review* (SLR) dengan menelaah berbagai sumber literatur, termasuk buku, artikel jurnal, dan laporan penelitian yang relevan. Data yang terkumpul dianalisis melalui tahapan identifikasi, seleksi, klasifikasi, serta sintesis temuan untuk menghasilkan gambaran komprehensif mengenai manajemen pesantren. Hasil penelitian menunjukkan bahwa pengembangan manajemen pesantren yang mencakup perencanaan, pengorganisasian, pelaksanaan, dan pengawasan dapat meningkatkan efektivitas pendidikan, menghasilkan lulusan yang kompeten, serta menjaga relevansi nilai-nilai tradisional dengan tuntutan modern. Dengan demikian, pesantren tidak hanya berfungsi sebagai lembaga pendidikan Islam tradisional, tetapi juga sebagai agen perubahan yang berkontribusi bagi pembangunan masyarakat dan bangsa.

Kata kunci: Pesantren, Manajemen Pendidikan, Mutu, Agen Perubahan.

Introduction

Education in Indonesia has expanding until to area remote, but Still many have not feel access to quality education. Improvement quality education become something a must have done in a way sustainable, especially through improvement management quality education. Organization education play a role important in this process, contribute to the efforts improvement quality in a way overall.

Islamic boarding school as institution education own unique and unheard of position replaced. Until moment this, existence Islamic boarding school still maintained. Education in Islamic boarding schools in Indonesia was initially Not yet standardized in matter curriculum and not organized in network systemic. Every Islamic boarding school own autonomy For apply curriculum and subjects lesson in accordance with the Islamic religious sect that is adhered to. Some Islamic boarding school adopt curriculum from Department of National Education (Depdiknas) while still integrate religious curriculum, while others are more focus on teaching Islamic religious (Sadali, 2021) knowledge.

After independence, especially during the transition period to the New Order and now growth economy increase rapid, education Islamic boarding school start structured with more good. Curriculum Islamic boarding school become more consistent, where many Islamic boarding school now offer eye lesson general besides religious curriculum. Many Islamic boarding schools implement curriculum Ministry of National Education with proportion seven tens percent For eye lesson general and three tens percent For eye religious studies. Islamic schools that follow curriculum This generally is in Madrasah (Susilo, AA, & Wulansari, 2020).

Management education Islamic boarding school is a management process that involves planning, organizing, implementing and monitoring activity education in the environment Islamic boarding school. As institution education traditional Islam, Islamic boarding school own role important in educate generation young For control religious and scientific knowledge general. Implementation effective management in Islamic boarding schools is very crucial For reach objective desired education. Management education Islamic boarding school functioning as bridge that connects ideals sublime Islamic boarding school in form generation morals glorious with demands efficient and effective management.

Islamic boarding school education No only give religious knowledge to students, but also develop they become a person with good morals noble and possess strong character. Management education Islamic boarding school become factor determinant in sustainability as well as quality education provided. Success Islamic boarding school in educate generation young No only depends on the curriculum used, but also on abilities management in manage source power and planning the right steps For face various challenges in the future.

Educational goals Islamic boarding schools are very strategic in form personal skilled students in religious knowledge and ability control knowledge relevant general with developments of the times. For reach objective said, management education Islamic boarding school must designed in a way effective and efficient. This includes careful planning, proper organization, and strict supervision to implementation every activity education. Continuous evaluation towards the educational process is also necessary For ensure that goals that have been set can achieved optimally.

According to Muis leadership in Islamic boarding school own a very important role in directing and managing all aspect education and activities. A leader Islamic boarding schools, usually a religious teacher or caregiver, must own ability good managerial, besides mastery deep religious knowledge. Leader Islamic boarding school expected capable integrate religious values in every policies and decisions taken, creating atmosphere conducive for learn and shape character students in accordance with desired values (Shafa, 2014).

Management source Power man become challenge big in management Islamic boarding schools. Students and staff educator is asset the main thing that must be managed with good. Management This covers recruitment, training, and assessment performance of the workforce educators and caregivers Islamic boarding schools. Monitoring development every students are very important For ensure that they get appropriate education with potential and needs they. Therefore that, management quality teaching and development character students must become priority main in writing This.

Research Method

This study use Systematic Literature Review (SLR) approach to identify, analyze, and synthesize relevant literature about development management Islamic boarding schools and their impact to quality education. SLR selected Because allows researchers For get comprehensive and data based understanding proof from various existing sources (Sugiyono, 2017). Criteria taken as research data base is : An article that discusses management Islamic boarding school, education Islamic boarding schools and their influence to quality education. And published publications in journal academic, books, and reports study in range 2010-2023 period (Waruwu et al., 2023).

Search conducted in several academic databases, such as Google Scholar, JSTOR, ProQuest, Google Scholar and Scopus. The keywords used in search includes : Management Islamic boarding school, quality of education Islamic boarding school, development education Islam, and Islamic boarding school as agent changes. After search, articles found will selected based on criteria inclusion and exclusion. This process involving reading abstract and, if need to read overall article For ensure relevance. Results of analysis and synthesis will arranged in form report research that includes introduction, methodology, results, discussion, and conclusion. Report This will give recommendation For development management more Islamic boarding schools Good.

Result and Discussion

A. Islamic boarding school As *Agent of Change*

Study This find that Cottage Islamic boarding school functioning as institution Islamic religious education that is recognized by society, with a dormitory system that allows students accept education in a way intensive. According to Jamaluddin, Islamic boarding schools own characteristics unique that distinguishes it from institution education others, where the leadership of the charismatic kyai become center teaching. Abdurrahman Wahid added that Islamic boarding school similar with academy military or monastery, where the students are experience condition totality in education (Siregar, 2024).

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According to Jamaluddin, Pondok Islamic boarding school is institution Islamic religious education that is developing and recognized by society around, with dormitory system where students live accept education through teaching or a fully-fledged madrasah led by one or some kyai who have charisma as well as independence in all matter (Aly, 1999). According to Abdurrahman Wahid, Pondok Islamic boarding school similar with academy military or monastery (monastery, convent) in the sense that those who were there experienced condition totality (Wahid, 2021). If seen from its development, when This Islamic boarding school can differentiated become Salaf Islamic Boarding Schools and Modern Islamic Boarding Schools.

Islamic boarding schools are institutions rooted in society own strength alone in awaken enthusiasm and passion public For reach progress going to life is getting better prosperous. Moreover again, in facing the era of globalization which has an impact on various changes, especially in the field of economic and socio-cultural, important For notice movement Islamic boarding school in appreciate current ongoing globalization and modernization very strongly moment This (Nur Adnan Saputra et al., 2021).

Islamic boarding school own characteristics strong distinctive in soul its people, as well as basics religion and traditions that make it Islamic boarding school own strength resistance to influence culture from outside. Islamic boarding school considered as a " fortress " of values foundation in society to intervention culture foreign. Therefore that, the importance relatedness Islamic boarding school with its people reflected in bond strong traditions and culture form pattern connection functional and mutual fill in between Islamic boarding schools and society. Interaction deep socio - cultural between Islamic boarding schools and the surrounding community seen in various aspects, such as religious, educational, activities social and economic (Tabroni, I and Ismiati, 2021).

Now This Islamic boarding school life from, by, and for society. This is demand existence roles and functions cottage Islamic boarding schools that are in line with situations and conditions society, nation, and state that continues developing. And some others as something community, Islamic boarding school can play a role become driving force for effort improvement welfare society. Considering Islamic boarding school is strength social in number Enough big. In terms of In general, the accumulation of values and spiritual life in Islamic boarding schools is basically is institution tafaqquh fiddin (deepening and mastery religious knowledge) namely with preserve Islamic teachings and include it in context socio-cultural (Messi., n.d.).

For transform Islamic boarding school play a role in empowerment society, then the need steps specifically carried out by the institution certain in produce students as a sensitive "*Agent of Change*" to current modernization and problems socio-cultural (Mukhamad Ilyasin, 2020).

Product Islamic boarding schools that contribute to nation. Among others are Gusdur, Prof. Mahfud MD, Dr. Hidayat Nurwahid, Dr. Hasyim Muzadi, Prof. Said Aqil Siradj, Prof. Dien Syamsudin, Prof. Jimly As-Shiddiqi, and many more. Lots another figure who is known as they are alumni of Islamic boarding schools and they contribute to development nation this. Islamic boarding school interesting attention Lots circles, although the curriculum different with curriculum education other.

Gait Islamic boarding school in various aspects that are deeply felt by the community. One of them example main is, besides in formation and development cadres of ulama and Islamic science, Islamic boarding schools also play a role in movements protest to government colonial Dutch East Indies, where the movement protest the always driven by the residents Islamic boarding schools. Some examples that can be mentioned such as rebellion farmers in Cilegon-Banten in 1888 (Sartono Kartodirjo, 1984), the Aceh Jihad in 1873, and movement led by H. Ahmad Ripangi Kalisalak (1786-1875). Facts This show that Islamic boarding school own sufficient role big in journey history of Islam in Indonesia (Gin, OK, & King, VT, "SARTONO Kartodirdjo, 2024). According to Tholkhah, Islamic boarding school should capable turn on functions as following :(Imam Tholkhah, Efrita Norman, 2022)

1. Islamic boarding school as institution education that transfers religious knowledge (*tafaqquh fi al-din*) and Islamic values (*Islamic values*).
2. Islamic boarding school as institution religious people who do control social.
3. Islamic boarding school as institution religious people who do engineering social engineering or development community (*community development*).

B. Management Quality Development Islamic boarding school

The Word of God in Al- Quran letter ArRa'd verse 11:

It means **:** *For him (man) there are (angels) who accompany him in a way take turns from front and back guarding it on God's command. Indeed, Allah does not change condition something people until they change what 's in you they. If Allah wills badness to something people, no there is something that can reject it, and never There is protector for they besides Him* (Indonesia, 2020).

This verse become driver for leadership Islamic boarding school For do necessary changes in increase quality education, especially in matter system institutional and orientation graduates. For reach objective said, the leader Islamic boarding school need do repair institutional with integrate formal and vocational education to in system education Islamic boarding school. (Lukman et al., 2024) This is it is important that Islamic boarding schools No only focus on learning salafiyah, but also capable compete with institution education others. This step is very crucial For guard existence Islamic boarding schools in the future, considering public tend choose institution education that can providing formal diplomas and skills. In the science of Bayani, Al-Jabiri classifies paragraph This as Bayani Mauhuban (which can accepted) or Bayani Maksuban (which is attempted and responded to), because text paragraph the in the form of clear news the truth and not doubtful Again For implemented. The verse above can become driver for leadership Islamic boarding school in do change going to repair quality education at the Islamic boarding school Islamic boarding schools, especially in matter system its institutions and orientation graduates (Hardiono Hardiono, 2020).

That is, to increase quality Islamic boarding school, leader need do repair to its institutions with method accept presence formal and vocational education to in system education Islamic boarding school. With Thus, in the environment Islamic boarding school No only There is learning salafiyah, but also necessary held formal and vocational education in order to be able to compete with institution education others. This step important For

guard existence Islamic boarding schools in the future, because public will more choose institution capable education educate his students For have formal diplomas and skills.

Islamic boarding school Of course just can do it and have excellence, especially in education morals. If this done, graduates Islamic boarding school No only will become religious experts (*mutafaqqih) fiddîn*), but will also own intelligence knowledge (*mutakallimin*) and abilities For independent (*mutaqawwimin*). Ideally, improvements to system institutional directed at power institution education Islamic boarding school as agent change (*agent of change*), which means Islamic boarding school must open self to demands changes desired by society (Ridhatullah Assya'bani, 2022).

With armed with spirit of jihad, Islamic boarding school carry philosophy "*al-muhafadzah 'ala qadîm al- shalih wa al- akhdzu bi al- jadid al- ashlah,* " which means maintain tradition good that has been There is while adopt things newer good. Philosophy This become inevitability in context education Islamic boarding schools, which must capable adapt with development of the times without ignore values traditional that has tested.

One of breakthrough important For increase quality education in Islamic boarding schools is with open organization formal and vocational education in the environment Islamic boarding school. The goal is for graduates Islamic boarding school No only become religious experts, but also have ability think critical and skills practical requirements For life independent in the middle society. With thus, Islamic boarding schools can produce students who do not only understand religious knowledge, but also ready face challenges of the modern world.

In terms of managerial, management institutional education in Islamic boarding schools shared become three levels of management : *High Management, Middle Management,* and *Low Management* (Qoyyim, 2024).

1. *High Management*
   Management peak This held by the leadership Islamic boarding schools, which play a role as elders and holders authority Divine. Leadership This own great charisma and influence in determine direction and policy education in Islamic boarding schools.

2. *Middle Management*
   This level held by an institution or Assembly The Islamic boarding school on duty operate policies set by the leadership. They functioning as connector between management top and management below, and responsible answer For implement educational programs that have been planned.

3. *Low Management*
   At this level, the responsibility answer given to the leaders institutions in the environment Islamic boarding schools, such as Head of State Islamic Senior High School, Head of Middle School, Chairperson Cooperative Cottage Islamic Boarding School Head of Islamic Boarding School Health Post and others. They on duty For manage operational everyday and ensure that education walk in accordance with policies that have been set.

According to Joseph, the pattern managerial like This Enough effective in manage institution education Islamic boarding schools in the future. In its implementation in the field, the management education can use management modern quality, as developed by

Joseph M. Juran, which can combined with management quality typical Cottage Islamic boarding school. This approach will help Islamic boarding school in increase quality education, so that can produce competent and prepared graduates compete in the global era.

With thus, Islamic boarding schools No only functioning as institution religious education, but also as center development source Power quality human beings, who are capable contribute positive for society and nation. According to Erma Fatmawati in his writing about *The Management of Islamic School Curriculum Development in Indonesia Muslim's,* states that role management in Islamic boarding schools in Indonesia are very important. Good management in Islamic boarding school is key For guard continuity quality religious education. (Siregar, 2024) also mentioned in his writing about *Teaching Qualities and Learning Strategies of Islamic Education in Islamic Boarding Schools in the Industrial Revolution Era 4.0* that challenges and roles management Islamic boarding schools in Indonesia are increasing complex (Kamaluddin, 2011) in his article entitled *The Integration of Pesantren and Madrash Curriculum and Its Implications on Students' Academic Achievement* which compares management Islamic boarding schools and madrasas in Indonesia and provide outlook about practice best in management Islamic boarding school. Shameem Haseena Armina in his writing entitled *The Role of Islamic Boarding School in the Formation of The Madani Community* about role management in development Islamic boarding schools in Indonesia.

Discussion

Research result This show that development management Islamic boarding school own a very important role in increase quality education and sustainability institution. Islamic boarding school as institution Islamic religious education does not only functioning as place learning, but also as agent change in society. In the context of this is a boarding school must capable adapt with changing times and challenges increasing globalization complex.

1. Islamic boarding school As an Agent of Change

    Islamic boarding school own characteristics unique that distinguishes it from institution education others, namely charismatic kyai leadership and a supportive dormitory system learning intensive. This is in line with Jamaluddin and Abdurrahman Wahid stated the views that Islamic boarding school functioning as institution total education. In research this, found that Islamic boarding school can play a role as a "fortress" of values basic in society, maintaining traditions and culture while still open self to modernization.

    Interaction deep socio - cultural between Islamic boarding schools and society show that Islamic boarding school No only functioning as institution education, but also as center empowerment society. With thus, Islamic boarding schools must capable produce sensitive students to current modernization and problems socio-cultural, so that can contribute positive to progress public.

2. Management Quality Development

    Development quality management Islamic boarding school become key For increase quality education. Research This underline importance integration formal and vocational education in system education Islamic boarding school. This is in line with the verse of the Quran which states that change must started from in self something people. Leaders Islamic

boarding school need do repair institutional with adopt approach modern management that can increase effectiveness of the educational process.

Implementation management modern quality, as developed by Joseph M. Juran, can help Islamic boarding school in manage source Power humans and curriculum in a way more efficient. With thus, Islamic boarding schools No only will produce graduates who have strong religious knowledge, but also skills practical requirements For face challenges of the modern world.

3. Structure Effective Management

Structure management consisting of from three levels: High Management, Middle Management, and Low Management, can increase effectiveness management education in Islamic boarding schools. Research This show that management A strong top, followed by good management at the middle and lower levels, is essential. For reach objective desired education.

Leader Islamic boarding schools that have ability good managerial, besides mastery religious knowledge, it is hoped can create atmosphere conducive For learn and shape character santri. This is in line with Muis's opinion emphasizes importance leadership in directing and managing all aspect education in Islamic boarding schools.

4. Challenges and Opportunities

Although Islamic boarding school own great potential, there is challenges that must be faced, such as resistance to changes and limitations budget. Research This show that management source Power humans, including recruitment and training power educators, become challenge big in management Islamic boarding school. Therefore that 's important for Islamic boarding school For develop effective strategies in manage source Power human beings and improve quality teaching. On the other hand, opportunity For increase quality education in Islamic boarding schools is very large, especially with existence support from community and government. Cooperation with college high and other institutions can become step strategic in development curriculum and improvement capacity managerial.

Conclusion

Based on results study this, can concluded that development management Islamic boarding school own a very important role in increase quality education and sustainability institution. Islamic boarding school No only functioning as institution religious education, but also as agent changes that are capable contribute positive to public.

Islamic boarding school own characteristics unique that distinguishes it from institution education others, such as charismatic kyai leadership and a supportive dormitory system learning intensive. This is allows Islamic boarding school For functioning as a " fortress " of values basic in society, maintaining traditions and culture while still open self to modernization.

Implementation management modern quality, including integration formal and vocational education, to become key For increase quality education in Islamic boarding schools \. Leadership Islamic boarding school need do repair institutions that can increase effectiveness of the educational process and results graduates who do not only own strong religious knowledge, but also skills relevant practice with need society. And structure management

consisting of from three levels, namely: High Management, Middle Management, and Low Management, can increase effectiveness management education in Islamic boarding schools. Leaders who have ability good management expected can create atmosphere conducive For learn and shape character students.

Although there is challenge like resistance to changes and limitations budget, opportunities For increase quality education in Islamic boarding schools is very large. Support from society and government, as well as cooperation with college high and other institutions, can become step strategic in development curriculum and improvement capacity managerial. So for guard existence and relevance Islamic boarding schools in the modern era are needed steps strategic in development effective management. Islamic boarding school must Keep going adapt with development of the times, maintaining values traditional, and contribute positive for society and nation.

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