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EDUCATION MANAGEMENT PATTERNS IN ISLAMIC BOARDING SCHOOL MAS DARUL AZHARIYUN

Indah Sukmawan [1], Rizki Rahmadani Safitri [2], Artika Lubis [3], Zakiyah Darajah [4], Agum Nurfadillah [5], Muhammad Iqbal [6]

indahsukmawan2023@gmail.com, rizkigril20@gmail.com

artikalubis06@gmail.com,darajahzakiyah048@gmail.com,iqbalmpi08@gmail.com

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ABSTRACT

Pondok Pesantren Mas Darul Azhariyun is an Islamic educational institution that plays an important role in shaping the character and knowledge of its students (santri). Effective and efficient management is the key to the sustainability and quality of education in this Islamic boarding school. This study aims to analyze the management system of the Islamic boarding school at Mas Darul Azhariyun, focusing on aspects of administration, curriculum, and human resource development. The method used is a descriptive qualitative approach, through in-depth interviews, participatory observation, and document analysis. The results of the study show that the management of the Islamic boarding school at Mas Darul Azhariyun has applied good management principles, although there are challenges in funding and developing a more innovative curriculum. Recommendations from this study include the need for increased training for Islamic boarding school administrators and the development of a curriculum that is more adaptive to changing times

INTRODUCTION

Islamic boarding school education has a strategic role in shaping the character and personality of the young generation of Indonesia. As an Islamic educational institution that has existed for a long time, Islamic boarding schools not only function as centers of religious

learning, but also as a vehicle for the formation of morals and ethics of students. In facing the challenges of globalization and the development of information technology, Islamic boarding schools are required to innovate in the management and development of their institutions.

MAS Darul Azhariyun is one example of an Islamic boarding school that tries to integrate religious and general education harmoniously. Effective management in this Islamic boarding school covers various aspects, from curriculum management, human resource development, to character development of students.

Therefore, it is important to examine how the management strategy implemented in MAS Darul Azhariyun in facing the challenges of the times. Several previous studies have shown that innovation in the management of Islamic boarding schools is very necessary to improve the quality of education and competitiveness of Islamic boarding schools in the era of globalization. For example, research by Ahmad Damanhuri, Endin Mujahidin, and Didin Hafidhuddin revealed the importance of innovation in the management of Islamic boarding schools to face competition in the era of globalization. In addition, research by Rojudin emphasized the importance of management strategies and development of traditional Islamic boarding schools in facing the challenges of modernity.

In the framework of educational management, the managerial approach applied in Islamic boarding schools greatly influences the direction and sustainability of the institution. Management functions such as planning, organizing, implementing, and evaluating must be carried out in an integrated manner. Mas Darul Azhariyun Islamic Boarding School is one example of an Islamic boarding school that is trying to gradually improve its management. Although it still adheres to traditional Islamic values, this Islamic boarding school has begun to open itself to innovation in the teaching system and management of the institution.

One of the main focuses in managing Islamic boarding schools is on developing a curriculum that is able to bridge Islamic values and formal education needs. Mas Darul Azhariyun implements an integrated education system between the national curriculum and the Islamic boarding school curriculum. This certainly requires a good management strategy so that there is no overlap, and is able to provide proportional space for the academic and spiritual development of students. This integration is an important indicator in assessing the readiness of Islamic boarding schools to face the dynamics of the times.

Through this study, it is hoped that a deeper understanding can be obtained regarding the management practices of Islamic boarding schools at MAS Darul Azhariyun, as well as its contribution in producing a generation that is knowledgeable, has noble morals, and is ready to face global challenges.

RESEARCH METHODS

This study uses a descriptive qualitative approach, which aims to describe and analyze in depth the management of Islamic boarding schools in Mas Darul Azhariyun. This approach was chosen because this study focuses on an in-depth understanding of the process and practices of Islamic boarding school management carried out by the school, as well as exploring the factors that influence the success or obstacles in such management.

This research was conducted at Mas Darul Azhariyun School, located in Medan Tembung, Deli Serdang Regency, North Sumatra Province. This school is one of the educational institutions that focuses on developing the character and academic skills of students by integrating religious values in the learning process. This research was conducted for 1 day, on Friday, June 13, 2025. During the research process, researchers will collect data through observation, interviews, and documentation related to the management of Islamic boarding schools implemented at the Darul Azharilyun madrasah. The subjects of this study consisted of several parties directly involved in the process of managing Islamic boarding schools at Mas Darul Azhariyun, including: The Principal of Mas Darul Azhariyun, Mr. Sodri Daulay, M.Pd as the main policy maker in managing Islamic boarding schools and supervising their implementation. As well as teachers involved in school management.

RESULTS AND DISCUSSION

RESULT

The research conducted on Friday, June 13, 2025 at MAS Darul Azhariyun, Medan Tembung, Deli Serdang Regency, aims to determine the form of Islamic boarding school management implemented and its effectiveness in supporting character formation and academic development of students. Data were obtained through observation, interview, and documentation methods.

1. Management Structure

The management of the Islamic boarding school at MAS Darul Azhariyun is led directly by the Principal, Mr. Sodri Daulay, M.Pd. The management structure involves several important elements, including:

- The Principal as the main policy holder.
- Deputy for curriculum, student affairs, and facilities and infrastructure.
- Teachers who also double as mentors for religious activities.
- Dormitory caretaker and supervisor of Islamic extracurricular activities.

2. Curriculum Integration

There is integration between the national curriculum and the religious curriculum. General subjects such as Mathematics, Science, and Indonesian are taught side by side with religious subjects such as Fiqh, Aqidah Akhlak, and Tahfidzul Qur'an. This program aims to form students who excel in academics as well as have noble morals.

3. Character Building Activities

Strengthening student character is carried out through various routine religious activities, including:

- Praying five times a day in congregation (especially Dhuhr and Asr at school).
- Tadarus and tahfidz activities before class hours.
- Islamic studies every week.
- Short-term Islamic boarding school program at certain times (Ramadan, semester holidays).
- Practicing Islamic manners in daily life.

4. Discipline and Ethics Management

The approach to discipline development used is educational and Islamic. Students who break the rules are reprimanded with a persuasive approach. Constructive punishments, such as reading the Qur'an or helping with cleaning activities, are prioritized over physical punishment.

5. Teacher and Stakeholder Involvement

Teachers are actively involved in supervision and coaching. There is synergy between teachers, principals, and parents in coaching students. Coordination is carried out routinely through teacher meetings and parent-teacher meetings.

DISCUSSION

The management of Islamic boarding schools at MAS Darul Azhariyun shows a fairly good application of Islamic education management principles. The principal as the highest leader acts as a driving force in formulating policies, directing religious programs, and facilitating the implementation of Islamic activities. The visionary and communicative leadership of Mr. Sodri Daulay, M.Pd creates a conducive working atmosphere between teachers and education personnel in carrying out their roles.

One of the prominent aspects of this management is the integration between the national curriculum and the pesantren curriculum. This approach not only emphasizes academic achievement, but also forms students' morals and characters in accordance with Islamic values.

Activities such as memorizing the Qur'an, morning tadarus, and studying yellow books are an integral part of the daily learning process, so that students are accustomed to living a life based on religious teachings.

The habituation of religious activities in the school environment is also a major instrument in forming the culture of Islamic boarding schools. Congregational prayer, dhikr together, and short Islamic boarding schools are routines that discipline and foster the spirituality of students. The students demonstrate high discipline and enthusiasm in participating in these activities, which are indicators of the success of the character building program in this school.

The approach in fostering discipline is also quite humanistic. Teachers not only act as teachers, but also as guides and role models in everyday life. When students commit violations, they are handled persuasively with educational methods, such as giving assignments to read the Qur'an or helping with school social activities. This method has proven to be more effective in shaping student awareness than repressive punishment.

However, in the process of implementing Islamic boarding school activities, there are several challenges faced by the school. One of them is limited facilities, such as inadequate prayer rooms to accommodate all students in congregational prayer or study activities. In addition, not all teachers have a background in Islamic boarding school education, so the implementation of religious programs still depends on several teachers who are competent in the field of religion.

The involvement of parents and the community is also an important factor in supporting the management of this Islamic boarding school. In interviews with teachers, it was found that the school routinely holds meetings with guardians to convey the development of students both academically and spiritually. This creates synergy between home and school in shaping the character of children, which is an important foundation in Islamic education.

Furthermore, the management of the Islamic boarding school at MAS Darul Azhariyun reflects the school's efforts in building a holistic education system. Not only educating students to be intellectually intelligent, but also to have spiritual, emotional, and social intelligence. With a structured and exemplary approach, this school has succeeded in creating a conducive educational climate for the growth and development of students as a whole.

Efforts to find an agreed format for Islamic boarding school education to be jointly implemented in Islamic educational institutions are difficult to realize, because each Islamic boarding school has its own philosophy and concept of education, which ultimately gives birth to diversity that must be accepted as a necessity. There are Islamic boarding schools that still adhere to their traditional

patterns and there are also those that try to adapt to the demands of the times. "The phenomenon as above clearly shows that the symptoms of forming Islamic boarding school educational institutions that are based on new ideas that are different from the existing Islamic boarding school schools are interesting to study.

The dynamics of the development of Islamic boarding schools with various new forms will always emerge, whenever and wherever, including in this case in the cities of Depok and Bogor which also have quite a lot of Islamic boarding schools. Based on that, in this case the researcher is interested in studying the typology of the development and innovation of Islamic boarding schools, especially in the field of the concept of Islamic boarding school management. Based on the background of the problem above, the purpose of this study is to study the management of the MAS Darul Azhariyun Islamic boarding school, as well as efforts to manage innovative Islamic boarding schools, so that Islamic boarding schools are not left behind by the progress of the times.

Overall, the results of the study indicate that the management of Islamic boarding schools at MAS Darul Azhariyun has been running quite well although there are still some aspects that need to be improved. The main strength lies in strong leadership, curriculum integration, and the habituation of religious activities. Meanwhile, strengthening teacher capacity, improving facilities, and training in Islamic boarding school management are strategic steps forward so that this management can run more optimally and sustainably.

CONCLUSION

Based on the results of the research conducted at MAS Darul Azhariyun, it can be concluded that the management of the Islamic boarding school in this school has been running quite well and is focused. Management is carried out through an integrative approach between the national curriculum and the Islamic boarding school curriculum, which is designed to form religious character and improve students' academic abilities. The principal plays an important role as a policy maker, while teachers and educators play an active role in implementing religious programs and character building.

Religious activities such as congregational prayer, tadarus, tahfidz, and Islamic studies have become a routine that is deeply embedded in the daily lives of students. These programs not only improve students' spirituality, but also form attitudes of discipline, responsibility, and social concern. The coaching system implemented is also educational and Islamic, emphasizing more on a persuasive approach than physical or repressive punishment.

However, the management of Islamic boarding schools at MAS Darul Azhariyun still faces several challenges, such as limited facilities for worship and the need to improve teacher competence in the field of Islam. This indicates the need for further support from various parties, both from within the school and from outside, including parents and the surrounding

community. Strengthening synergy between all components of education is an important factor in encouraging the sustainability of effective Islamic boarding school programs.

Overall, the management model of Islamic boarding schools at MAS Darul Azhariyun has shown a positive direction in realizing the goals of holistic Islamic education. With strong leadership, a religious school culture, and active involvement from teachers, students receive a learning environment that supports their character and intellectual development. Continuous strengthening and improvement efforts will further strengthen MAS Darul Azhariyun's position as an excellent Islamic educational institution in the community.

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