

Management of Pesantren Governance in Improving the Quality of Islamic Education (Multi-site Study at Pondok Pesantren Wali Songo Ngabar Ponorogo and Pesantren Putri Al-Mawaddah Coper Ponorogo)

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Abstract.

This research examines the challenges faced by Islamic boarding schools in educating students, both from internal and external perspectives. The focus of the research is on the planning, organizing, implementation, and supervision of the governance of pesantren at Pondok Pesantren Wali Songo Ngabar Ponorogo and Pesantren Putri Al-Mawaddah to improve the quality of Islamic education. The method used is qualitative with data collection techniques through in-depth interviews, observation, and documentation, as well as single-site and cross-site analysis. The research findings include the importance of transparency, accountability, responsibility, independence, and fairness in every aspect of pesantren governance to create a quality education system. Transparency is evident in financial management and open decision-making. Accountability is realized through adherence to policies and performance evaluations. Responsibility is demonstrated through accountability to the community and regulations. Independence is reflected in the diversification of funding sources and independent program initiatives. Fairness is evident in equal access to education and consistent program evaluation. This research emphasizes that a good governance system is crucial for improving the quality of Islamic education in pesantren.

Keywords: *Transparency, accountability, responsibility, independence, and fairness.*

I. INTRODUCTION

Pondok Pesantren is the oldest Islamic educational institution in Indonesia and is considered one of the great traditions due to its role in transmitting traditional Islam through the yellow book[1]. Pesantren has three inseparable main functions, namely as an institution of knowledge encompassing Sharia science and fardhu kifayah science[2], as a religious institution that carries out educational[3], teaching[4], religious study development[5], and social change tasks, and as a social institution involving da'wah activities[6]. Pondok Pesantren Wali Songo Ngabar and Pesantren Putri Al-Mawaddah implement the principles of transparency[7], accountability[8], responsibility[9], and togetherness in the management of education[10] and finances. Transparency is applied in program planning[11], progress reporting[12], and financial management[13] to maintain the integrity and accountability of the institution. Pondok Pesantren Wali Songo is designed to produce outstanding Muslim intellectuals in the fields of religion, science, and noble character with good management and governance. Pondok Pesantren Putri Al-Mawaddah is also committed to producing female students with similar excellence through synergistic cooperation between leaders, caregivers, managers, and students. Good governance or governance includes basic principles such as transparency, accountability, professionalism, and responsibility, which ensure that the institution fulfills its obligations to stakeholders and acts with social responsibility. Management in pesantren involves the processes of guidance, direction, and the management of groups of people towards organizational goals, and requires skills acquired from experience and learning.

Management is a science and art that involves the use of knowledge and skills to achieve desired results through planning, organizing, actuating, and controlling.[14] George R. Terry explains that management is the achievement of predetermined goals through the efforts of others, which includes four basic functions: planning, organizing, actuating, and controlling[15]. Total Quality Management (TQM) in the field of education is a philosophy and methodology that helps institutions manage change in a total and systematic manner through changes in values, vision, mission, and goals[16]. TQM in the field of education focuses on quality improvement and ensuring that educational products meet the quality standards expected

by the served community[17]. Quality in the context of education encompasses input, process, and output. The quality of learning can be achieved if school management and school resources can transform various inputs into effective teaching and learning activities[18]. Quality education is born from a good planning system, good governance, and good teachers with quality components, especially the teacher factor. In Islamic education, this concept is known as Total Quality Education (TQE), which emphasizes the pursuit of continuous improvement to meet customer needs and satisfaction.

The quality of education is related to the input, process, and output that can meet the expectations of society[19]. Educational institutions, such as Pondok Pesantren Wali Songo and Pesantren Putri Al-Mawaddah, need to implement good governance management principles to gain public trust, compete with competitors, and become responsible, accountable, just, independent, and transparent institutions. The researcher directly observed both pesantren and conducted interviews with the leaders, foundation chairpersons, managers, employees, volunteers, and guardians of the students. The researchers also documented the regulations in both pesantren as well as journals related to the theme of Islamic educational institutions and good governance. The focus of this research is to examine the management of pesantren governance, which includes the systems and regulations that govern the relationships between various stakeholders, through four main research questions: first, how is the planning of pesantren governance at Pondok Pesantren Wali Songo Ngabar Ponorogo and Pesantren Putri Al-Mawaddah Coper in improving the quality of Islamic education; second, how is the organization of pesantren governance at these two pesantren in improving the quality of Islamic education; third, how is the implementation of pesantren governance at Pondok Pesantren Wali Songo Ngabar Ponorogo and Pesantren Putri Al-Mawaddah Coper in improving the quality of Islamic education; and fourth, how is the supervision of pesantren governance at Pondok Pesantren Wali Songo Ngabar Ponorogo and Pesantren Putri Al-Mawaddah Coper in improving the quality of Islamic education.

II. METHODS

The research is of a qualitative[20] type, based on the field research model[21]. The approach used in this research is the phenomenological[22]-sociological approach[23]. The use of qualitative research to read and understand phenomena or events occurring in the educational environment in a natural and holistic manner[24]. In the context of this research, this type of study is expected to discover and describe what they understand regarding the management of pesantren at Pondok Pesantren Wali Songo Ngabar and Pondok Pesantren Putri Al Mawaddah Coper in improving the quality of Islamic education.

III. RESULT AND DISCUSSION

Governance Planning at Wali Songo Ngabar Ponorogo Islamic Boarding School and Al Mawaddah Girls' Islamic Boarding School in Improving the Quality of Islamic Education

The planning efforts for the management of Pondok Pesantren Wali Songo Ngabar Ponorogo focus on transparency, accountability, responsibility, independence, and justice to improve the quality of Islamic education. In terms of transparency, the pesantren presents important information, publishes financial reports, and holds open meetings. Transparency measures in financial management, decision-making, and the implementation of educational programs significantly enhance the trust and participation of parents and donors. For accountability, the pesantren forms special committees, conducts regular audits, and establishes clear SOPs. This helps ensure that all activities comply with the established rules and objectives, while maintaining transparency and efficiency. In terms of responsibility, the pesantren develops training programs for staff and administrators, establishes an efficient reporting system, and implements regular evaluation and feedback mechanisms. The improvement of the pesantren's independence is achieved through the development of business units, student empowerment programs, and entrepreneurship workshops and seminars. Lastly, in terms of justice, the pesantren establishes fair policies in the admission of students, the provision of scholarships, and opportunities for self-development, forms ad hoc teams to address issues of injustice, and holds regular dialogue sessions. These measures aim to create a better, more inclusive, and sustainable educational environment based on the principles of good governance.

The governance planning at Pondok Pesantren Putri Al Mawaddah in improving the quality of Islamic education includes several aspects. Transparency includes openness of information, transparency of financial reports both online and offline, the delivery of transparent pesantren policies, and an organizational structure that is accessible to all. Accountability is carried out through the establishment of clear vision, mission, and objectives, so that the direction of the pesantren's policies becomes more focused, with adequate institutions, organization, and facilities to support the needs of the students. Responsibility is implemented by demonstrating accountability to the surrounding community, empowering the community, providing relief, and adhering to applicable laws and regulations, with this educational institution registered under the auspices of the AL-ARHAM foundation (notarial deed no. 12 of 1989). Independence is realized through self-managed financial administration by establishing business units to support the sustainability of the pesantren, an independent curriculum that combines the Ministry of Religious Affairs and KMI Gontor, as well as the development of educators by providing opportunities for self-improvement such as certification for teachers and adequate facilities and infrastructure.

Fairness in education and learning is implemented by providing equal access to every student, actively involving the community in various religious, social, and cultural activities to strengthen relationships and a sense of togetherness, and offering equal opportunities for all teachers to participate in training, seminars, and workshops to enhance their competencies. Cost transparency is also implemented by providing clear and transparent information regarding educational costs and other needs, as well as offering flexible payment scheme options. Governance planning at Pondok Pesantren Wali Songo and Al Mawaddah includes aspects of transparency[7], accountability[8], responsibility[25], independence[26], and justice[27]. Transparency ensures open access to operational, financial, and policy information of the pesantren. Accountability involves the establishment of committees, regular audits, and the setting of clear SOPs. Responsibility includes training programs, efficient reporting systems, and periodic evaluation mechanisms. Independence is realized through the development of business units, the empowerment of students, and entrepreneurship workshops. Justice ensures fair policies in the admission of students, scholarships, and opportunities for self-development, through regular dialogue and education about the values of justice. The implementation of these measures aims to improve the quality of Islamic education sustainably and inclusively.

The organization of governance at Wali Songo Ngabar Ponorogo Islamic Boarding School and Al Mawaddah Girls' Islamic Boarding School in improving the quality of Islamic education

The organization of governance at Pondok Pesantren Wali Songo Ngabar Ponorogo involves the principles of transparency, accountability, responsibility, independence, and fairness to improve the quality of Islamic education. In terms of transparency, the pesantren ensures the availability of policy information, periodic performance reports, an open decision-making process, access to financial information, feedback mechanisms, effective communication, and clear documentation. Accountability is realized through adherence to policies and procedures, routine performance evaluations, complaint and feedback mechanisms, transparent financial reporting, follow-up on audit findings, preparation and implementation of work plans, staff education and training, and stakeholder involvement in decision-making. Responsibility is implemented through policy compliance evaluations, regular staff performance reports, effective complaint mechanisms, financial report transparency, audit follow-ups, clear work plans, staff training and development programs, and stakeholder involvement in decision-making. With these indicators, the pesantren can ensure that governance principles are well implemented, which in turn improves the quality of education and the trust of all stakeholders.

Pondok Pesantren Wali Songo Ngabar Ponorogo applies the principles of independence and fairness to improve the quality of Islamic education. Independence is achieved through management autonomy, diversification of funding sources, development of independent programs, initiatives from staff and students, self-management of facilities, implementation of independent technology, independence in evaluation, and community empowerment. With these indicators, the pesantren can ensure that the principle of independence is applied effectively, helping to achieve educational goals independently and sustainably. Fairness is realized through a balanced curriculum between religious and general education, the involvement of students

in decision-making, transparency in management, acceptance of diversity, equitable and fair education, rational and data-driven policies, and consistent program evaluations. The application of these fairness principles creates an equitable environment that supports the holistic development of students, allowing the pesantren to provide more inclusive and quality education.

The organization of management at Pondok Pesantren Putri Al Mawaddah in improving the quality of Islamic education encompasses several important aspects. Transparency is achieved by providing policy information, periodic performance reports, open decision-making processes, access to financial information, feedback mechanisms, effective communication, and clear documentation. Accountability is implemented through compliance with policies and procedures, performance assessments, complaint mechanisms, transparent financial reporting, follow-up on audit findings, the preparation and execution of work plans, staff education and training, and stakeholder involvement in decision-making. Responsibility includes compliance with policies, staff performance reports, complaint mechanisms, transparency in financial reporting, audit follow-up, clear performance plans, staff training and development, and stakeholder engagement. Independence is realized through management autonomy, diversification of funding sources, development of independent programs, initiatives from staff and students, management of student facilities, implementation of independent technology, independence in evaluation, and community empowerment. Fairness encompasses curriculum balance, student involvement in decision-making, transparency in management, acceptance of diversity, equitable and just education, rational and data-driven policies, and consistent program evaluation.

The organization of governance at Pondok Pesantren Wali Songo Ngabar Ponorogo and Pondok Pesantren Putri Al Mawaddah to improve the quality of Islamic education involves the principles of transparency, accountability, responsibility, independence, and fairness. Transparency is achieved by providing policy information, periodic performance reports, access to financial information, and feedback mechanisms. Accountability is realized through adherence to policies, performance assessments, complaint mechanisms, and transparent financial reporting. Responsibility includes the evaluation of compliance with policies, staff performance reports, and effective complaint mechanisms. Independence is achieved through management autonomy, diversification of funding sources, and the development of independent programs. Fairness includes curriculum[28] balance, student involvement in decision-making, and equitable distribution of resources. The consistent application of these principles

Implementation of governance at Wali Songo Ngabar Ponorogo Islamic Boarding School and Al Mawaddah Girls' Islamic Boarding School in improving the quality of Islamic education

The implementation of governance at Pondok Pesantren Wali Songo Ngabar Ponorogo in improving the quality of Islamic education encompasses various aspects. First, transparency that includes openness of information and financial reports both online and offline, communication of policies, direction and goals of the pesantren, and a clear organizational structure that is accessible to all. Second, accountability through the establishment of clear vision, mission, and objectives, structured institutions and organizations starting from kindergarten, MI, TMI, Institut Agama Islam Riyadlotul Mujahidin, Santri Guidance Council, Foundation and Alumni (HKPW), as well as adequate facilities and infrastructure for the sustainability of student education. Third, responsibility by demonstrating accountability to the surrounding community, involving community participation in the MSME economic sector, and adhering to applicable laws and regulations that have been notarized. Fourth, independence in financial management by establishing business units to ensure the continuity of education, an independent curriculum that combines the Ministry of Religious Affairs and TMI, the development of educators through training, advancement of educational levels, and certification, as well as providing adequate facilities and infrastructure such as dormitories, schools, sports facilities, and mosques as centers for student activities. Fifth, fairness in education and learning by providing equal access to every student, actively involving the community in various religious, social, and cultural activities to strengthen relationships and a sense of togetherness, offering equal opportunities for all teachers to participate in training, seminars, and workshops to enhance their competencies, and providing clear and transparent information regarding educational costs and other needs with flexible payment schemes.

The implementation of governance at Pondok Pesantren Putri Al Mawaddah in improving the quality of Islamic education involves several important aspects. Transparency includes openness of information, transparency of financial reports both online and offline, the delivery of transparent pesantren policies, and an organizational structure that is accessible to all. Accountability is implemented by establishing clear vision, mission, and objectives so that the direction of the pesantren's policies becomes more focused, with adequate institutional and organizational structures as well as facilities to support the needs of the students. Responsibility is applied by demonstrating accountability towards the surrounding community, empowering the community, providing relief to the community, and adhering to applicable laws and regulations, where this educational institution is registered under the auspices of the AL-ARHAM foundation (notarial deed no. 12 of 1989). Independence is realized through self-managed finances by establishing business units to support the sustainability of the pesantren, an independent curriculum that is a combination of the Ministry of Religious Affairs and KMI Gontor, the development of educators by providing opportunities for self-improvement, and adequate facilities and infrastructure. Fairness in education and learning is implemented by providing equal access to every student, actively involving the community in various religious, social, and cultural activities to strengthen relationships and a sense of togetherness, as well as providing equal opportunities for all teachers to participate in training, seminars, and workshops to enhance their competencies. Cost transparency is also implemented by providing clear and transparent information regarding educational costs and other needs, as well as offering flexible payment scheme options.

The implementation of transparency in the management of the Pondok Pesantren Wali Songo Ngabar foundation is the key to achieving high-quality education, with SIAP as a comprehensive data management application. This transparency builds trust and active participation from all stakeholders, as well as ensuring the understanding and proper implementation of policies. Accountability in financial management is also very important, with transparent reporting, internal controls, and compliance with applicable regulations, all of which can enhance trust and support the growth of pesantren. The establishment of clear vision, mission, and goals provides direction, facilitates evaluation, builds identity and reputation, and attracts support from various parties. Pondok Pesantren Putri Al Mawaddah, with its excellent vision, aims to produce knowledgeable, ethical, and highly competitive female students. With the implementation of these principles, the foundation can ensure that funds are used effectively to achieve the goal of quality Islamic education, as well as to shape a generation of students who excel in knowledge and morals.

Governance supervision at Wali Songo Ngabar Islamic Boarding School and Al Mawaddah Islamic Boarding School for Girls in improving the quality of Islamic education

The supervision of the management at Pondok Pesantren Wali Songo Ngabar in improving the quality of Islamic education encompasses several important aspects. Transparency is achieved through the supervision of financial accountability, curriculum transparency, community participation, student data management, teacher performance evaluation, and the publication of achievements and accomplishments. Accountability is realized through responsibility and performance evaluation, as well as a strong internal oversight system. Responsibility includes the evaluation of task fulfillment, responsiveness to issues, and concern for public interests. Independence is realized through financial, operational, leadership, and community independence. Fairness includes equal access, non-discrimination, and equitable distribution of resources to all parties. By implementing these governance principles, Pondok Pesantren Wali Songo Ngabar can improve the quality of Islamic education and provide greater benefits to its entire community. Governance oversight at Pondok Pesantren Putri Al Mawaddah in improving the quality of Islamic education encompasses various aspects. Transparency includes oversight of financial accountability, curriculum transparency, community participation, student data management, teacher performance evaluation, and publication of achievements and accomplishments. Accountability is carried out through responsibility and performance evaluation, as well as a strong internal oversight system.

Responsibility includes the evaluation of task fulfillment, responsiveness to issues, and concern for public interests. Independence is realized through financial, operational, leadership, and community independence. Fairness includes equal access, non-discrimination, and equitable distribution of resources. With the application of these principles, Pondok Pesantren Putri Al Mawaddah can effectively and efficiently

improve the quality of Islamic education. The supervision of pesantren governance in improving the quality of Islamic education involves various aspects of management and administration of education that reflect the principles of good governance. Transparency is achieved through the publication of policies and regulations, open financial reports, community participation and feedback, transparency in recruitment and assessment, independent audits and evaluations, the use of information technology, and the provision of complaint mechanisms. Accountability is realized through responsibility, performance evaluation, and an effective internal control system. Responsibility includes fulfilling duties, being responsive to issues, and caring for public interests. Independence encompasses financial, operational, leadership, and community independence. Justice ensures equal access, non-discrimination, and fair distribution of resources. The implementation of these principles at Pondok Pesantren Wali Songo and Pondok Pesantren Putri Al Mawaddah has proven effective in improving the quality of Islamic education and building a better and more sustainable educational environment.

IV. CONCLUSION

Based on the research focus and case findings at Pondok Pesantren Wali Songo and Pesantren Putri Al Mawaddah, this study concludes that the planning of pesantren governance to improve the quality of Islamic education includes transparency in financial management, decision-making, and organizational structure; accountability through clear vision, mission, institutional framework, and infrastructure; responsibility towards the surrounding community and applicable regulations; independence in the development of business units, student empowerment programs, and independent curricula; as well as fairness in justice policies, access to education, and continuous evaluation. The organization of governance involves the availability of policy information, periodic performance reports, an open decision-making process, access to financial information, effective communication, and clear documentation, with accountability through policy compliance, performance assessment, complaint mechanisms, audit follow-up, work plans, and stakeholder engagement.

The implementation of governance includes information transparency, financial reports, policy dissemination, vision, mission, organizational structure, social responsibility, community participation, independent financial management, business units, independent curriculum, educator development, and adequate infrastructure, with fairness in access to education and opportunities for self-development. Governance oversight is carried out through the publication of policies and regulations, open financial reports, community participation, recruitment and assessment, independent audits and evaluations, the use of technology, complaint mechanisms, accountability, performance evaluations, internal oversight systems, responsiveness to issues, financial and operational independence, and fair distribution of resources.

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