Islamic Boarding School Management System In Increasing The Competitiveness Of Islamic Boarding Schools In Jambi Province

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Abstract
This research presents the management system of Islamic boarding schools in increasing competitiveness in Jambi province. This research, which uses a qualitative approach with observation, interview and documentation techniques, was conducted at Pondok Karya Pembangunan Al-Hidayah Jambi, Pondok Pesantren Sheikh Maulana Qori Bangko, and Pondok Pesantren Zulhijjah in Muara Bulian. The results of this study that the Islamic Boarding School Management System in increasing competitiveness (1) The Sheikh Maulana Qori Bangko Islamic Boarding School conducts first, the formation of a good Islamic boarding school organizational structure Second, the formation of a working meeting at the beginning of the year. The working meeting is directly led by the Kiai of the boarding school. Third, the plenary meeting discusses the determination of the work procedures of the board of students, establishing a work program. Fourth, planning the realization of the boarding school management system program (2) Karya Pembangunan Al-Hidayah Jambi boarding school, namely conducting stage I organizational decision objectives, Stage II formulating the current situation, Stage III identifying facilities and obstacles and Stage IV developing a series of activities (3) Pesantren Zul Hijjah Muaro Bulian formed a pesantren academic development team. Then the team analyzed the pesantren. The team then held a meeting to determine efforts to increase the potential and efforts to improve the boarding school.
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Keywords: Systems, Management, Islamic boarding schools, Competitiveness

Introduction

Islamic boarding schools are the oldest Islamic educational institutions developed by Indonesian society (Sakir, 2016). In principle, Islamic boarding schools are a cultural product of the Indonesian Islamic community which is fully aware of the importance of education for native people who grow naturally (Muhajir, 2022). Regardless of where the tradition and system is adopted, it will not affect the unique (distinctive) pattern that has taken root and lives

and develops in society to this day (Wulandari, 2020). Basically, Islamic boarding school is a traditional Islamic educational dormitory where students live together and study under the guidance of one (or more) teachers who are better known as "Kyai". Pesantren is the oldest Islamic educational institution in Indonesia (Masturaini, 2021).

The existence of Islamic boarding schools as the oldest Islamic educational institutions in Indonesia, has grown and developed since the time of the spread of Islam and has played a large role in educating people's lives (Mochtar, 2015). It is hoped that Islamic boarding schools are not only capable of developing the Islamic personality of Muslims, but are also capable of bringing about social change and improvement. The influence of an Islamic boarding school is very positive if its alumni have returned to society by bringing various changes and improvements to the lives of the surrounding community (Iskandar, 2019).

The presence of modern Islamic boarding schools cannot be separated from initiatives coming from various Islamic circles in the country. Ideas for establishing a new model of Islamic boarding school that are development-oriented do not only come from regional governments (Governor and Regent). The initial idea of establishing a new model of Islamic boarding school emerged from the time the Ministry of Religion was led by Mukti Ali in the 70s until well into the 80s These ideas continued (Abizar, 2019).

As an educational institution in the form of an Islamic boarding school, whether it still carries a traditional or modern style, good management is required (Rizkiani, 1907). The continuity of an Islamic boarding school's journey as an educational institution really depends on the Islamic boarding school management system that is run. So of course the management system implemented will also have implications for all activities of the Islamic boarding school itself (Asmuki & Aluf, 2018). This shows that whether or not the education implemented in an Islamic boarding school is implemented depends on the management system built by the Islamic boarding school in question. In this matter, Husnul Yaqin stated that "the ability of an Islamic boarding school to survive and continue to exist today is closely related to the education system that was built" (Rohman, 2017).

Management of Islamic boarding schools must be broadly based on important elements, including the vision and mission of Islamic boarding schools which are in accordance with the philosophy of Islamic education, the functional organizational structure of Islamic boarding schools, partnerships and good services, planning and development of Islamic boarding schools, management and supervision of human resources, dynamics in carrying out strategies. learning, strengthening practical curriculum (Nurmaliyah et al., 2023) , efficient management of learning resources, management and maintenance of Islamic boarding school facilities (Zulfatun & Arifin, 2017).

The distinctive characteristics of educational management in Islamic boarding schools prioritize the development of morals through the study of classical books. Even Islamic boarding schools maintain the traditional teaching system that existed before Islamic boarding school institutions were legalized in law. The role of the kyai is very important as a figure who is very knowledgeable and wise in making decisions (Masturaini, 2021).

In Indonesia there are Islamic boarding schools which are famous for being influenced by factors such as boarding schools, mosques, teaching classical books, santri, kiai and alumni (Priatmoko, 2019). The boarding school is a characteristic of the Islamic boarding school tradition which has become an identity because providing a boarding house involves the fame

of a kyai and the depth of knowledge about Islam from far away places. To gain knowledge from the kyai, students must live in the kyai's residence. The mosque is a means to educate students in the practice of prayer, sermons, and teaching classical books (Martin van Bruinessen, 1990).

Teaching classical books to students who wish to become scholars, they can develop skills in Arabic through sorogan and recitation before they go to Islamic boarding school. The classic books taught in Islamic boarding schools consist of nahmu (*syntax*), sharaf (morphology), fiqh, ushul fiqh, hadith, tafsir, monotheism, Sufism, and ethics as well as dates and balaghah. Santri in the Islamic boarding school tradition are classified into two groups, namely mukim santri and kalong santri. Resident students are students who come from outside the area and live in huts. Kalong students are students who come from the Islamic boarding school environment, they live in their own homes, not in the Islamic boarding school (Fathurrochman et al., 2021).

The Islamic boarding school component will function optimally by implementing management in every implementation. Therefore, the role of the leader must be able to change the behavior of all members and realize the Islamic boarding school's vision and mission. The management works sincerely at the Islamic boarding school. By spending time, thought and energy to achieve the results of developing Islamic boarding schools (Isroani & Nguyen, 2023).

Management in a large organization leads to control actions (Iskandar et al., 2019; Juni & Somad, 2014; Syafaruddin, 2003; Yukl, 2010). Success provides the ability to control and provide long-term control as a stakeholder in an organization so that every activity is focused on the object and moves in accordance with established guidelines (Winarsih, 2017). Managerial work at an Islamic boarding school as a complete organization with many system building components involves all management functions. The management of modern Islamic boarding schools in providing professional education also refers to general managerial theory (Sakir, 2016). As described as follows:
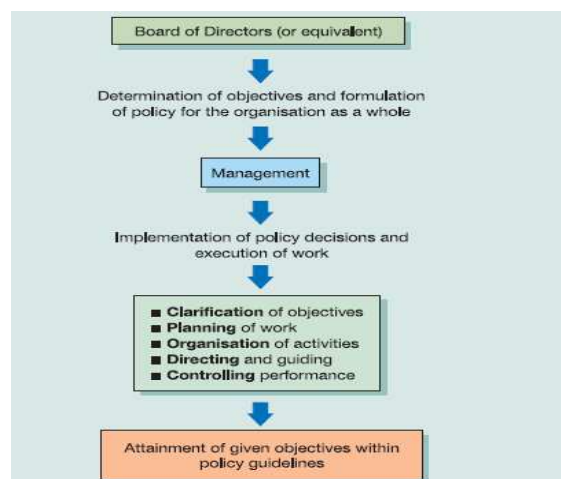

Figure 1 . Essential Nature of Managerial Work (Mullins, 2010).

By distinguishing 'managing' from 'doing' in this way researchers can view management as aiming at clarifying and planning work, organizing the distribution of activities and tasks to others, direction of subordinate staff and controlling the work performance of others (Badrudin

& Nurdin, 2019). It provides an easy description and summary of managerial work as clarifying goals, planning, organizing, directing and controlling as shown above. The degree of emphasis placed on these different activities may vary greatly, from one manager to another. Some managers tend to spend more time on certain activities than others. The application of these activities reflects a variety of organizational situations, management practices, and managerial styles (Kraines, 2010).

The dynamics of Islamic boarding school management affect various aspects including students, learning, facilities and infrastructure, leadership patterns, and institutional management systems. Santri who live in Islamic boarding schools have developed a santri culture based on knowledge and charity. Because among them they are familiar with the proverb *"al-ilmu bila amalin ka as-syajari bila samarin"* which means "knowledge without practice is like a tree without fruit." This is a reflection of the views and attitudes of the students regarding the knowledge they seek (El-Syirazi., 2010).

The development conditions of Islamic boarding schools have recently experienced significant improvement. Education at Islamic boarding schools currently occupies an important position for parents when deciding on the right educational institution to develop their child's character. A growing trend in Islamic boarding schools is to organize Salafi learning with strong yellow book teachings accompanied by general learning that follows the governance of national education administration. Therefore, researchers chose three Islamic boarding schools as representatives from three districts in Jambi province. The Islamic boarding schools consist of the Al Hidayah Islamic Boarding School in Jambi City, the Zulhijah Muaro Islamic Boarding School in Bulian Batanghari and the Syakh Maulana Qori Merangin Islamic Boarding School.

The dynamics of competitive ability must continue to be improved to be able to carry out the implementation of Islamic boarding schools in the province, which sometimes experience ups and downs every year. The more Islamic boarding schools there are, the higher the level of competitiveness of Islamic boarding schools so that they become institutions that are truly worthy of the public's trust. Its existence, which was once placed in the number two position as a choice for quality education at the national standard, has triggered a very rapid Islamic boarding school management movement. Many Islamic boarding schools are improving their management systems to display competitive capabilities that are not left behind by general education institutions.

In 2020, the condition of Islamic boarding schools is at an improving level, in more detail can be seen from the following table (Kanwil, 2023):

Table 1. Number of Islamic Boarding Schools in Jambi Province

Total Mukim	Total Non Residents	Total Islamic Boarding School	District Name	Education units	Education Unit Organizer
1340	452	7	Kerinci	1	6
8935	683	43	Moaning	4	39
2329	939	28	Sarolangun		28
4188	676	23	Day Trunk	1	22
4040	785	25	Muaro Jambi		25

4160	1190	13	West Cape Jabung	3	10
931	251	9	East Cape Jabung		9
4305	328	28	Bungo	1	27
7087	1675	35	Tebo	1	34
6190	1487	17	Jambi City	4	13
19	0	1	Sungaifull City		1

Management of Islamic boarding school physical resources is an important element that must be considered as per the standards of national educational institutions. The urgency of educational facilities and infrastructure is emphasized in the National Education System Law No. 20 of 2003, Chapter social, emotional and psychological aspects of students (Sisdiknas, 2003).

The Islamic boarding schools in the research area include the PKP Al-Hidayah Islamic boarding school in the city of Jambi, Zulhijah Muara Bulian, and Sheikh Maulana Qori Merangin. As a consideration, the researchers chose the three Islamic boarding schools in strategic areas. The researcher's capacity as well as the research time schedule limits can reach the research location appropriately.

There are several reasons why researchers chose the three Islamic boarding schools, including looking at the achievements of each Islamic boarding school. Islamic boarding schools have produced many quality student graduates. This can be seen from the number of alumni of the PKP Al-Hidayah Islamic boarding school who successfully graduated and continued their education in Egypt with the provision of a foreign language, namely Arabic. Likewise, many alumni of the Sheikh Maulana Qori and Zulhijah Muara Bulian Islamic boarding schools have successfully continued their education at various other tertiary institutions. Not just continuing their education, many students have become scholars or founders of various educational institutions as well as figures and leaders of government agencies.

Santri are the main element of an Islamic boarding school. Santri or also known as students in general education institutions. The aim of providing education in Islamic boarding schools is not much different from national education. Law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System states that national education functions to develop abilities and shape the character and civilization of a dignified nation in order to make the nation's life more intelligent, aimed at developing the potential of students to become human beings who believe and are devoted to God Almighty. One, noble character, healthy, knowledgeable, capable, creative, independent, and a democratic and responsible citizen (Sisdiknas, 2003).

Researchers looked at other advantages of the three Islamic boarding schools in terms of facilities and infrastructure. The PKP Al Hidayah Islamic boarding school has a permanent building equipped with learning facilities. The Islamic boarding school environment is very closely guarded by a security team. The Sheikh Maulana Qori Islamic boarding school also has a large building area and is still undergoing the development process. Various facilities are provided to support the comfort of students and ustadz in their activities in the Islamic boarding school environment. The Zulhijah Muara Bulian Islamic boarding school is located in a very

strategic area and has adequate facilities and infrastructure for student activities. The location of the boarding school is integrated with the community village so that the Islamic boarding school management is able to monitor the use and development of facilities together with the community around the Islamic boarding school.

Furthermore, regarding learning, the three Islamic boarding schools organize religious and general science learning programs. The religious knowledge taught includes learning the yellow book, while general knowledge is given in the national education system. The PKP Al Hidayah Islamic boarding school provides PKP Al Hidayah Early Childhood Education, PKP Al Hidayah Madrasah Ibtidaiyah, PKP Al Hidayah MTs, and PKP Al Hidayah MA. The Zulhijah Muara Bulian Islamic boarding school provides Madrasah Tsanawiyah (MTs) education at the Zulhijjah Islamic Boarding School, Early Middle School (SMP) Zulhijjah Islamic Boarding School, Madrasah Aliyah (MA) Zulhijjah Islamic Boarding School. The Syekh Maulana Qori Merangin Islamic boarding school also provides education at Syekh Maulana Qori MTs, Syekh Maulana Qori MA, and Syekh Maulana Qori Islamic College.

Islamic boarding schools have complex institutional elements. To manage all these components effectively and efficiently is determined by the management used to achieve the goals. Therefore, researchers found a phenomenon that is worthy of further study regarding the implementation of Islamic boarding schools. The increasing number of Islamic boarding schools in each region is accompanied by the large number of people from various levels who have entrusted their children to study at Islamic boarding schools. The researcher wants to discuss how the Islamic boarding school management system is implemented in Jambi province so that its existence is recognized by the community and government and its management meets national education standards. Based on the theory and assumptions of the problems above, it is necessary to conduct research with the title Islamic Boarding School Management System in Increasing the Competitiveness of Islamic Boarding Schools in Jambi Province.

Literature review

In the academic world, a literature review or literature review is a very important form of study. The literature review in this research refers to (Amadin, 2021) research published in the journal MADINASIKA. The results of the research show that Islamic boarding school education in an effort to achieve competitive advantage must innovate in order modernization of education and learning, implementation of modernization is carried out in all aspects of the curriculum, competitive advantage in education is realized in the form of graduate achievements in the fields of science, language and entrepreneurship.

Research method

This research uses a qualitative approach, which is a research approach that requires a deep and comprehensive understanding of the object under study to answer problems and obtain data which is then analyzed and obtain research conclusions in certain situations and conditions (Faisal, 1982; Sugiyono, 2019). Using observation, interview and documentation techniques. The qualitative approach is directed at the setting and individual as a whole, so it is not justified to isolate individuals or organizations into variables or hypotheses, but it is necessary to see them as part of a whole. Through research, a person attempts to find, explain

and describe facts, events and reality. Good research does not start from mere conjecture, wishful thinking, imagination or hallucinations . The Islamic boarding schools in the research area include the PKP Al-Hidayah Islamic boarding school in the city of Jambi, Zulhijah Muara Bulian, and Sheikh Maulana Qori Merangin. As a consideration, the researchers chose the three Islamic boarding schools in strategic areas. The researcher's capacity as well as the research time schedule limits can reach the research location appropriately.

Result/Findings and Discussion

Islamic Boarding Schools is being Improved Competitiveness at the Syekh Maulana Qori Bangko Islamic boarding school

The management process is a group of basic activities that are integrally related, which are carried out in management in general, namely the planning process , organizing process , implementation process and control process , in order to achieve a goal effectively and efficiently. In terms of quality development planning carried out at the Sheikh Maulana Qori Islamic boarding school has made good planning by creating a well-structured work program.

Planning is a process that defines the goals of the organization, creates strategies used to achieve the goals of the organization, and develops plans for organizational work activities. Planning is an important process for all management functions because without planning *the* functions of organizing, controlling and directing will not be able to run.

Based on the results of observations and interviews conducted at the Syekh Maulana Qori Islamic boarding school, the planning process carried out at the Syekh Maulana Qori Islamic boarding school was to start forming structures, holding work meetings, plenary meetings to discussdetermining the work procedures of the santri council, determining work programs (work programs), as well as discuss and establish Islamic boarding school regulations, program realization.

The first is the stage of forming an Islamic boarding school organizational structure, both simple and comprehensive in preparing the division of tasks and authority within an organization. This is also explained in the Guidelines for the Development of Islamic Boarding Schools as follows:

1. The grouping of work into organizational units is based on the similarity in the nature of the implementation of their respective tasks.
2. Maintaining a comprehensive and single function for each organizational unit by emphasizing achieving integrated activities.
3. Emphasizes coordination in work departments and implementation of activities throughout the organization.
4. Placing important main functions and tasks at the appropriate organizational level, as well as equivalent functions at the same level .
5. Provide opportunities for reasonable expansion of activities through existing organizational units.
6. Determine channels of organizational command and responsibility through line and staff command lines.
7. With good organization, work implementation and implementation of Islamic boarding school planning will have the most precise parts. The selection of people is carried out objectively according to their abilities in their respective fields. The organization

functions as a tool rather than management to achieve the goals expected by an Islamic boarding school (Interview with Kyai on September 4 2022)

Second is the formation of work meetings, where work meetings are held at the beginning of the year and at the end of the year. The work meeting is directly chaired by the Kiai of the Islamic boarding school, the formation of the work meeting is determining when and where the work meeting will be held. So that work meetings can be carried out well (Interview with Management 05 September 2022).

The third is a general meeting to discuss determining the working procedures of the santri council, determining work programs, as well as discuss and establish Islamic boarding school regulations (Interview with Teacher 05 September 2022).

Fourth is program realization, planning program realization is a very important thing in the Islamic boarding school management system, program realization must be achieved in accordance with the plans made by the Islamic boarding school (Interview with Teacher 05 September 2022).

Based on the description of the internal and external environmental analysis at the Syekh Maulana Qori Islamic boarding school, the SWOT analysis study is as follows:

Table 2. SWOT Analysis Sheikh Maulana Qori Bangko Islamic boarding school

	Strength/Strength:	*Weaknesses:*
Internal factors	1. The location of the Islamic boarding school is strategic and easily accessible at a geographical level. 2. Have a visionary leader. 3. Has a formal education level, MTs and MA 4. Have professional teachers . 5. The infrastructure is very good. 6. Islamic boarding school curriculum is integrated with the madrasah. 7. Has superior tafsir and tahfidz activities/programs.	1. Leadership in the form of a collegial collective influences the work system. 2. The available expert human resources in the IT field are still limited. 3. There is no data storage and processing system for Islamic boarding school data yet. 4. Student management factors
	Opportunity 1. Making superior Islamic boarding schools based on the transformative Islamic paradigm. 2. Parents can send their children to Islamic boarding schools on an ongoing basis from MI to MA 3. Parents have a high level of trust in sending their children to Islamic boarding schools, especially at MTS. 4. Collaboration with related organizations/agencies that have the same vision and mission	*Threat* 1. modern Islamic boarding school which is quite close to the other cottages. 2. The Islamic boarding school is surrounded by a number of state and private Islamic boarding schools 3. Acceleration. technological progress .

External Factors		

Islamic Boarding Schools is being Improved Competitiveness in the Pondok Karya Pembangunan Al-Hidayah Jambi Islamic boarding school

The management process is a group of basic activities that are integrally related, which are carried out in management in general, namely the planning process , organizing process , implementation process and control process , in order to achieve a goal effectively and efficiently (Azhari & Kurniady, 2016; Robbins, 2010). In terms of quality development planning carried out at Pondok Karya Pembangunan Al-Hidayah Jambi has made good planning by creating a well-structured work program.

Planning is a process that defines the goals of the organization, creates strategies used to achieve the goals of the organization, and develops plans for organizational work activities. Planning is an important process for all management functions because without planning *the* functions of organizing, controlling and directing will not be able to run.

Based on the results of observations and interviews conducted at Pondok Karya Pembangunan Al-Hidayah Jambi, the process of implementing planning determination was carried out in 4 stages. The stages carried out are as follows:
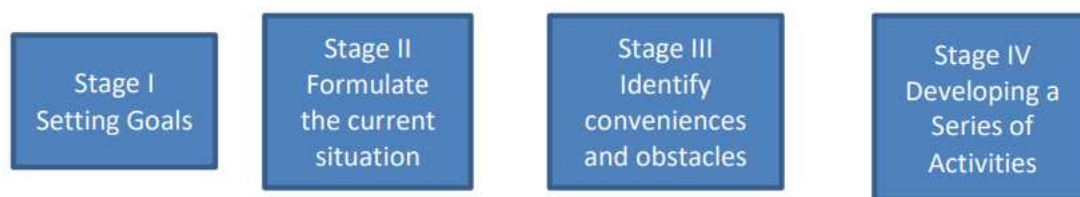

Figure 2. Four basic stages of planning Karya Pembangunan Al-Hidayah Jambi Islamic boarding school

In the planning process for the Al-Hidayah Jambi Development Pondok Karya uses four basic stages of planning, namely:

The first stage is setting a goal or set of goals. Planning begins with decisions about the wants or needs of the organization or work group. Without a clear goal formulation, the organization will use its resources ineffectively.

The Islamic boarding school leader explained that:

> "First of all, Pondok Karya Pembangunan Al-Hidayah Jambi determines and determines the goals Pondok Karya Pembangunan Al-Hidayah Jambi wants to achieve. By determining this goal, we can carry it out according to what was planned so that we can determine what competitiveness needs to be improved and developed as well as deficiencies that need to be corrected as well as the potential of the Islamic boarding school. So that both the vision, mission and goals of the Islamic boarding school are reflected in its future orientation, reflecting the ideals and competitiveness of the Islamic boarding school (Interview with Kyai on 09 October 2022).

The second stage formulates the current situation. Understanding the organization's current position of the goals to be achieved or the resources available to achieve the goals is very important, because the plan's goals concern the future. Only after the current state of the organization has been analyzed can plans be formulated to outline further planned activities.

This second stage requires information, especially financial data and statistical data obtained through communication within the organization.

Based on this description, the formulation of the current situation according to Deputy Director 1 (3 October 2022) is that:

> "The formulation of the current situation is carried out by observing and analyzing what are the strengths or uniqueness of Islamic boarding schools, what advantages Islamic boarding schools have both in terms of human resources/mudarris or mudarrisah councils, curriculum, and infrastructure they have." (Interview with Deputy Director on October 3 2022).

The results of the formulation of the current situation can be used as consideration in making decisions and policies in designing the Al-Hidayah Jambi Development Pondok Karya planning system in increasing competitive ability. As explained by Deputy Director 2 (3 October 2022), that:

> "The results of the formulation of the current situation will of course give us (both the board of directors and boarding school administrators) an idea of what are the characteristics/strengths, weaknesses or obstacles. Apart from that, we can see what opportunities there are for Islamic boarding schools so that what we have to plan or work towards is clearly illustrated. To increase competitive ability, of course the challenges and demands are increasingly higher." (Interview with Deputy Director 2 on 03 October 2022).

The third stage identifies all conveniences and obstacles. All strengths and weaknesses as well as conveniences and obstacles need to be identified to measure the Islamic boarding school's ability to achieve its goals. Therefore, it is necessary to know the internal and external environmental factors that can help Islamic boarding schools achieve their goals, or that may cause problems. Although difficult to do, anticipating circumstances, problems, and opportunities and threats that may occur in the future is an essential part of the planning process. Explained by the Director (4 October 2022), that:

> "The strengths possessed by Pondok Karya Pembangunan Al-Hidayah Jambi, which are certainly unique to Islamic boarding schools, are the Al-Quran, the Yellow Book and Language (Arabic and English). Therefore, we began to develop a model for transforming the Al-Quran in education (tilawah, tazkiah and ta'lim). This method is believed to be a method that is truly successful in building a leap in the quality of human resources. Apart from that, the Islamic boarding school itself has formal Islamic boarding schools from PAUD, MI, MTS to MA which are accredited." (Interview with director 4 on October 4 2022).

The fourth stage develops a plan or series of activities to achieve goals. The final stage in the planning process includes the development of various alternative activities to achieve goals, the assessment of these alternatives and the selection of the best (most satisfactory) alternative from the existing alternatives. After identifying the conveniences and obstacles, the Islamic boarding school develops existing plans to achieve the desired goals. As explained by the Director (3 October 2022) that:

> "Islamic boarding schools develop plans that have been made by involving all human resources in the Islamic boarding school, not only human resources are involved but students are also involved in developing existing plans. By involving everyone, competitiveness can be increased in accordance with existing needs" (Interview with director 2 on 03 October 2022).

Based on the description above at Pondok Karya Pembangunan Al-Hidayah Jambi, the SWOT analysis study is as follows:

Table 3. SWOT Analysis Karya Pembangunan Al-Hidayah Jambi Islamic boarding school

Internal factors	**Strength/Strength:**	**Weaknesses:**
	1. The location of the Islamic boarding school is strategic and easily accessible at a geographical level. 2. Have a visionary leader. 3. Has a formal education level, starting from PAUD, MI, MTs and MA 4. Have professional teachers . 5. The infrastructure is very good. 6. Islamic boarding school curriculum is integrated with the madrasah. 7. Has superior activities/programs Tafsir, Tahfizd and development of Arabic and English.	1. The available expert human resources in the IT field are still limited. 2. There is no data storage and processing system for Islamic boarding school data yet. 3. management factors . 4. There is no ki'ai yet. 5. Management development must be approved by the regional government.
	Opportunity	**Threat**
External Factors	1. Making superior Islamic boarding schools internationally competitive. 2. Parents can send their children to Islamic boarding schools on an ongoing basis from MI to MA 3. Parents have a high level of trust in sending their children to Islamic boarding schools, especially at MTS and MA 4. Collaboration with related organizations/agencies that have the same vision and mission . 5. Collaboration with Al-Azhar Cairo, Yemen and Türkiye.	1. modern Islamic boarding school which is quite close to the other cottages. 2. The Islamic boarding school is surrounded by a number of state and private Islamic boarding schools 3. Acceleration technological progress

Islamic Boarding Schools is being Improved Competitiveness at the Zul Hijjah Muaro Bulian Islamic boarding school

The management process is a group of basic activities that are integrally related, which are carried out in management in general, namely the planning process , organizing process , implementation process and control process , in order to achieve a goal effectively and efficiently (Tichy et al., 1982). In terms of quality development planning carried out at the Zul

Hijjah Muaro Bulian Islamic boarding school has made good planning by creating a well-structured work program.

Based on the results of observations and interviews conducted at the Zul Hijjah Muaro Bulian Islamic boarding school, the management process that occurs at this Islamic boarding school is joint management . The head of the Islamic boarding school mentions the term " *To Gether Management"* . With the understanding that everything done by this Islamic boarding school is done together, with the division of tasks between each in accordance with the decree that has been determined (Interview with Kyai on November 4, 2022).

The planning process carried out at the Zul Hijjah Muaro Bulian Islamic Boarding School is to start a work program and the Islamic Boarding School Revenue and Expenditure Budget Plan (RAPBPP) is prepared as a guide for implementing activities in the management and development of Islamic boarding schools.

The first in the planning system is the diagnosis stage where various information and study materials are collected through environmental analysis. This step is carried out by stakeholders using a simple analysis which leads to a SWOT analysis where identification, observation and detailed analysis of things that influence the achievement of the vision and mission and goals of the Islamic boarding school are carried out. This process identifies internal and external problems, looks at the strengths, potential, weaknesses and threats faced by Islamic boarding schools. SWOT analysis is seen as an effective strategic planning method for evaluating this.

Internal environmental analysis aims to analyze the strengths and weaknesses of Islamic boarding schools. The strengths that are possessed will continue to be maintained and become the hallmark of the Islamic boarding school, while the weaknesses are a collective task so that they can be overcome so that they have minimal influence on achieving the goals of the Islamic boarding school. External analysis is carried out to see the potential and threats that Islamic boarding schools have, so that the potential can be utilized optimally while threats can be overcome so that goals can be achieved optimally. Explained by the Head of the Lodge (4 November 2022), that:

> "First of all, an Islamic boarding school academic development team was formed. Then the team carried out an analysis of the Islamic boarding school, but perhaps we did not produce a complete written analysis document. The team then held a meeting to determine what competitive strengths needed to be improved and developed, as well as deficiencies that needed to be corrected and the potential of the Islamic boarding school. So that both the vision, mission and goals of the Islamic boarding school are reflected in its future orientation, reflecting the ideals and competitiveness of the Islamic boarding school." (Interview with Kyai on November 4, 2022).

Based on the description of the internal and external environmental analysis at the Zul Hijjah Muaro Bulian Islamic boarding school, the SWOT analysis study is as follows:

Table 4. SWOT Analysis Zul Hijjah Muaro Bulian Islamic boarding school

	Strength/Strength:	*Weaknesses:*
Internal factors	1. The location of the Islamic boarding school is strategic and easily accessible at a geographical level. 2. Have a visionary leader. 3. Has formal education levels, MTs, SMP and MA which	1. Leadership in the form of a collegial collective influences the work system.

	are integrated with the community environment. 4. Have professional teachers . 5. The infrastructure is good. 6. Islamic boarding school curriculum is integrated with the madrasah. 7. Has superior activities/programs such as MTS and Aliyah learning in the mornings during middle and high school, tafsir and tahfidz.	2. The available expert human resources in the IT field are still limited. 3. There is no data storage and processing system for Islamic boarding school data yet. 4. Student management factors.
	Opportunity 1. Making superior Islamic boarding schools based on the transformative Islamic paradigm. 2. Parents can send their children to Islamic boarding schools on an ongoing basis from MI to MA 3. Parents have a high level of trust in sending their children to Islamic boarding schools, especially at MI Andalan 4. Collaboration with related organizations/agencies that have the same vision and mission	***Threat*** 1. modern Islamic boarding school which is quite close to the other cottages. 2. The Islamic boarding school is surrounded by a number of state and private Islamic boarding schools 3. Acceleration. technological progress

External Factors

Conclusion

The Islamic Boarding School Management System is being improved Competitiveness Islamic boarding schools in Jambi Province, namely (1) Syekh Maulana Qori Bangko Islamic boarding school , first carried out the formation of the Islamic boarding school organizational structure both simple and comprehensive in preparing the division of tasks and authority within an organization . Second, the establishment of a working meeting at the beginning of the year. The work meeting was chaired directly by the Kiai of the Islamic boarding school. The third is a general meeting to discuss determining the working procedures of the santri council, determining work programs, as well as discuss and establish regulations Islamic boarding school. Fourth, planning for program realization is the core effort in the Islamic boarding school management system. Program realization must be achieved in accordance with the plans made by the Islamic boarding school. (2) The Karya Pembangunan Al-Hidayah Jambi Islamic boarding school is carrying out phase I t organizational decision objectives, Phase II Formulating the current situation , Stage III identify conveniences and obstacles and Stage IV develop a series of activities (3) Zul Hijjah Muaro Bulian Islamic boarding school form an Islamic boarding school academic development team. Then the team carried out an analysis of the Islamic boarding

school. The team then held a meeting to determine what competitive strengths needed to be improved and developed as well as deficiencies that needed to be corrected and the potential of the Islamic boarding school.

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