



THE CONTRIBUTION OF PESANTREN CULTURE TO THE DEVELOPMENT OF ISLAMIC EDUCATION MANAGEMENT SYSTEM IN THE MODERN ERA

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Abstract	History Articles
<p><i>This research seeks to explore the role of pesantren culture in shaping Islamic education management systems that align with the needs of the modern world. The primary goal of the study is to understand how core pesantren values—such as solidarity, independence, discipline, and sincerity—can be integrated with contemporary management practices. The research adopts a qualitative approach, utilizing case studies, in-depth interviews, and observations at several well-established pesantren across Indonesia. The findings suggest that pesantren can preserve Islamic traditions while incorporating management innovations, particularly in areas like leadership, human resource management, finance, and the educational process. This study proposes that reinforcing a management framework rooted in pesantren culture can boost the effectiveness and sustainability of Islamic educational institutions in today's era. The study highlights the importance of enhancing managerial training within pesantren, incorporating technology into teaching and learning, and improving financial management through more transparent and accountable systems. Furthermore, the research recommends future studies to investigate the implementation of pesantren-based management models in diverse pesantren types and to examine the influence of human resource capacity on the adoption of professional management practices.</i></p>	Received 21/2/2024
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INTRODUCTION

In this modern era, the Islamic education system in Indonesia is faced with various challenges that require adaptation to the times, but still adhere to traditional values. Islamic boarding schools, as one of the oldest Islamic educational institutions, have a significant role in shaping character and maintaining religious values. (Islam & Aziz, 2020; Khaidir & Suud, 2020). However, in the face of modernization demands, pesantren need to update the education management system in order to compete with the modern education system. In this case, the theory of character education shows that the unique environment of the pesantren allows the strengthening of distinctive moral and religious values. In addition, the concept of cultural embeddedness in management theory states that institutions rooted in local culture have flexibility in adjusting their management systems according to the needs of their environment. Therefore, pesantren culture is not only a tradition but also an important asset in the development of a relevant and adaptive Islamic education management system. The pesantren culture is not merely a tradition but also an essential asset in developing a relevant and adaptive Islamic education management system. Pesantren values such as solidarity, independence, discipline, and sincerity can be integrated with modern management approaches through the implementation of collaborative principles, results-based management, and the utilization of information technology. This synergy can create an educational environment that not only upholds Islamic traditions but also effectively and sustainably responds to contemporary challenges.

Several previous studies have discussed the contribution of pesantren culture to the development of Islamic education management systems. Al-Farisi pointed out that the value of local wisdom of pesantren forms a solid organizational culture, although the focus is more on leadership than the overall management structure. (Effendi et al., 2020; Prasetyo, 2022). Furthermore, Rahman and Sutrisno found that pesantren that combine traditional values with modern innovations increase the effectiveness of the institution.

(Ilyasin, 2020; Lundeto et al., 2021), however, this research is limited to certain regions and lacks the challenge of its application in various cultural contexts of Islamic boarding schools. Iskandar's research underlines the importance of a contextual approach based on local culture for optimal results in pesantren management, but the discussion tends to focus on the human resource aspect. (Buanaputra et al., 2022; Nasri & Mulyohadi, 2023). This shows that previous studies have not thoroughly examined the influence of pesantren culture on the overall development of the management system.

Based on these developments, this study aims to analyze the contribution of pesantren culture to the development of Islamic education management systems in the modern era. The problem faced is how the cultural values of pesantren can support the formation of an education management system that is not only effective but also in line with Islamic values. In addition, this research is expected to be able to explore distinctive values that can be integrated into modern management, so that pesantren remain adaptive but still adhere to Islamic principles. With this analysis, this research is expected to make a practical and theoretical contribution to Islamic educational institutions in designing an effective and sustainable management system.

Although several previous studies have addressed the contribution of pesantren culture, there is a gap in understanding how it can support the overall management system by integrating modern strategies without sacrificing traditional values. This research fills the gap with a more comprehensive approach to the role of culture in the development of Islamic education management systems. The novelty of this research lies in the proposal of a pesantren culture-based Islamic education management model that is in line with contemporary management approaches, making it relevant to the needs of Islamic education in the modern era.

RESEARCH METHODS

In this study, the approach used is a qualitative approach with the type of case study research. The qualitative approach was chosen because the focus of this research is to deeply understand the phenomena that occur in Islamic boarding schools related to Islamic boarding school culture and the implementation of Islamic education management. (Latif & Hafid, 2021; Roqib, 2021). Case studies were chosen as the type of research to allow for an in-depth analysis of how pesantren culture affects the education management system in a particular environment.

Data collection techniques are carried out through in-depth interviews, participatory observation, and documentation. In-depth interviews were conducted with pesantren managers, caregivers, and several students to gain an understanding of their views on pesantren management and cultural values applied in leadership and management practices. Participatory observation is carried out by directly observing daily activities in the pesantren, including educational activities, financial management, and social interactions that take place in the pesantren. Meanwhile, documentation is used to collect various archives and reports related to managerial policies and procedures in Islamic boarding schools.

Data analysis is carried out using a thematic analysis approach, namely by identifying the main themes that emerge from interviews, observations, and documentation that have been collected. The data obtained were then analyzed to find the relationship between pesantren culture and the Islamic education management system applied. (Munkar & Walid, 2023). This process involves coding data to map relevant issues, as well as linking the findings to existing theories in the Islamic education management literature and organizational culture. In addition, data analysis was also carried out by comparing the results obtained with broader concepts regarding value-based education management and local culture, to see the extent to which pesantren culture can be integrated with modern managerial practices in the context of Islamic education.

With this research method, it is hoped that it can provide deeper insight into the application of pesantren culture in the management of Islamic education and how this culture plays a role in forming a management system that is not only administratively effective but also in harmony with the moral and religious values that are the basis of pesantren life.

FINDINGS AND DISCUSSION

The contribution of pesantren culture to the development of Islamic education

management systems in the modern era, with an emphasis on how pesantren culture can be integrated with contemporary management principles. Based on the results of in-depth interviews with Islamic boarding school managers, teaching staff, and students, it was found that Islamic boarding school culture rooted in religious traditions and values has a significant influence on various aspects of education management, from leadership to human resource management, finance, and learning processes. These findings further emphasize the importance of the role of local culture in shaping the character and effectiveness of Islamic educational institutions.

Correlation between Islamic Boarding School Culture and Leadership in Education Management

Leadership in Islamic boarding schools is not only seen from the aspect of administrative management but also from the spiritual values and character that are the basis for implementing every policy (Afista & Abu Bakar, 2020; Azmi et al., 2022). Leadership in Islamic boarding schools reflects not only administrative management but also spiritual values and character as the foundation of daily policies. For example, the value of sincerity is implemented through the policy of mutual assistance among students and staff without expecting material rewards, while discipline is reinforced through structured schedules for prayer, study, and rest. These values are seamlessly integrated into the daily routines, shaping a culture that aligns spiritual teachings with effective governance. As said by one of the pesantren managers in an interview,

In Islamic boarding schools, leadership is not only about giving orders but how to be an example in behaving and maintaining morality. That is the core of our management, which is then translated into the policies and decisions we take (Manj1-2024)

This statement shows that the value of leadership in pesantren is greatly influenced by the religious principles outlined in the management system, where leaders are considered figures who must maintain exemplary and spiritual harmony in educational institutions.

Furthermore, pesantren managers generally believe that the value-based leadership model has a positive impact on organizational culture because every policy taken is in line with the moral and religious principles that bind all members of the pesantren (Aziz et al., 2021; Kawakip & Sulanam, 2023). This study found that pesantren culture tends to encourage leaders to use a participatory approach, where leaders are not only as directors but also as guides. This is reflected in the response of one of the caregivers of the pesantren, who stated,

Leadership here is more about the principle of deliberation, where every important decision is discussed together because we believe that every member of the pesantren has equal value before Allah (TopMan1-2024)

Human Resource Management Based on Islamic Boarding School Culture

Human resources (HR) in pesantren play a very important role in the implementation of the education management system (Gunawan et al., 2021; Halid, 2024). Based on the results of the interviews, the majority of pesantren managers are of the opinion that the selection and development of human resources in pesantren not only considers technical skills but also the extent to which prospective educators have spiritual depth and understanding of Islamic values. One of the caregivers of the pesantren emphasized,

We are looking for not only academically intelligent people but also those who have a strong commitment to religious values because teaching in Islamic boarding schools is not only based on science but also morals (TopMan2-2024)

This shows that the management of human resources in Islamic boarding schools is greatly influenced by tradition and culture that emphasizes the balance between science and morality.

Furthermore, this study found that The challenge in implementing human resource management approaches in pesantren, which tend to be informal, lies in the lack of formal structures for task delegation, performance evaluation, and reward systems. This approach often relies on interpersonal relationships between caregivers and students, which, while rich in educational values, can lead to gaps in management consistency and accountability. Furthermore, ongoing mentorship is needed to ensure that the interpersonal learning process effectively supports the development of students'

character and competencies without compromising the overall management effectiveness of the pesantren.

In our pesantren, caregivers act as mentors for students, and this applies not only in religious matters but also in character formation (Ust-2024)

This approach serves to ensure that the educational process runs in accordance with the expected values and that students receive more personalized guidance.

Financial Management Based on Traditional and Modern Principles

Financial management in Islamic boarding schools also shows a balance between traditional principles and modern managerial needs (Munir & Ahmad, 2020; Saleh & Satriawan, 2020). As explained by a pesantren manager,

Although we manage this pesantren simply, we have to carefully calculate every expense. We started using an accounting system to record income and expenses, but we still prioritize the principle of sincerity in fund management (Manj2-2024)

This shows that although pesantren is starting to adopt a more professional managerial system in terms of financial management, the value of sincerity and transparency rooted in the culture of pesantren remains the basis in any fund management.

The management of funds in Islamic boarding schools depends a lot on the contributions of the surrounding community and voluntary donations from alumni. However, more independent financial management is also pursued to provide flexibility in budget planning, enabling pesantren to focus on improving the quality of education and infrastructure without significant financial pressures. Nonetheless, larger Islamic boarding schools are beginning to implement technology-based financial systems to increase transparency and accountability. In this case, this study shows that financial management in Pesantren focuses on the efficient and effective use of resources while maintaining the principles of honesty and sincerity that are traditions in Pesantren culture.

Learning Process and Innovation in the Islamic Boarding School Education System

The education system in Islamic boarding schools, although rooted in tradition, is now increasingly open to innovations in teaching methods (El Syam et al., 2022; Machmud, 2020). Some Islamic boarding schools have begun to introduce modern approaches, such as the use of information technology in learning. One of the caregivers of the pesantren revealed,

We have started using digital devices to facilitate learning, although most teaching is still done in person and manually (TopMan3-2024)

These findings suggest that there is a balance between maintaining traditional teaching methods, such as the recitation of the Yellow Book, and the application of technology to support learning.

However, behind the adoption of this technology, pesantren still prioritize religious values and characters that must be instilled in students. The learning process at Islamic boarding schools emphasizes more on strengthening morals and spiritual depth. For example, in some Islamic boarding schools, learning is not only limited to religious theory, but also to the daily practices carried out by students, such as maintaining cleanliness, time discipline, and honesty in interacting with others.

Challenges and Obstacles in the Integration of Islamic Boarding School Culture with Modern Management Systems

One of the biggest challenges in integrating pesantren culture with modern management systems is resistance to change. As conveyed by a pesantren manager,

We are aware of the importance of modern management, but we must be careful not to lose the essence of the tradition that already exists (Manj3-2024)

This shows that although there is a desire to improve the effectiveness of management, changes that are too fast or not in accordance with the values of the pesantren can cause resistance from the pesantren community (Assa'idi, 2021; Kunaifi et al., 2021).

In addition, the limitation of human resources who have expertise in modern management is also one of the obstacles. As explained by one of the ustadz,

We want to develop more professional management, but we lack personnel who have competence in this field (Ust3-2024)

This shows the need for training and capacity building for pesantren managers to adopt modern managerial systems more effectively.

Correlation Analysis Between Islamic Boarding School Culture and the Development of Islamic Education Management System

From the results of this study, it is clear that there is a significant correlation between pesantren culture and the development of the Islamic education management system. The culture of pesantren that prioritizes religious values, morality, and morals is the foundation for decision-making and education management. In addition, the values that exist in the pesantren culture serve as a counterweight in adopting more modern managerial innovations, so that the pesantren education management system can run more effectively without losing its traditional characteristics.

For example, human resource management based on mentorship and religious values shows that pesantren are able to develop a managerial model that not only focuses on improving organizational effectiveness but also on shaping the character and morality of students (Azkiyah et al., 2024; Cahyo, 2023). Thus, pesantren culture not only contributes to the practical management of Islamic education but also enriches the philosophical and spiritual dimensions of education management.

Table 1: Analysis of the Correlation of Islamic Boarding School Culture with Islamic Education Management Management

Aspects	Islamic Boarding School Culture	Implications for Education Management
Leadership	Value-based leadership	Creating leadership based on morality and example
Human Resources	Mentorship approach	Human resource development based on religious values and character
Financial Management	Sincerity and transparency	Effective use of funds and accountability
Learning	The tradition of teaching the yellow book	Integrating innovation while maintaining religious values

The results of these findings emphasize that pesantren culture has a great contribution in developing effective, adaptive Islamic education management, and adhering to religious principles.

This research highlights the importance of the correlation between pesantren culture and the development of Islamic education management systems. The findings of the study show that pesantren culture not only influences aspects of leadership, human resource (HR) management, financial management, and learning but also creates a unique balance between traditional principles and modern management. The spiritual and moral aspects that are at the core of pesantren culture also influence the decision-making and management of Islamic educational institutions, making a significant contribution to creating an effective management system that is in accordance with religious values.

Leadership in Islamic boarding schools, as found in this study, emphasizes more on religious values, morality, and exemplary values rather than just administrative management. This is in line with the views of pesantren managers who believe that leaders must be an example in behaving and maintaining morality. This value-based leadership has a direct impact on the organizational culture of Islamic boarding schools, which tend to prioritize a participatory and deliberative approach to decision-making. This approach is not only to ensure the involvement of all pesantren members in the managerial process but also to maintain spiritual harmony within the educational institution. This value-based leadership model, while prioritizing religious principles, ultimately contributes to the development of a more inclusive and collaborative managerial system.

On the other hand, the management of human resources in Islamic boarding schools also shows a close relationship with the religious and cultural values of Islamic boarding schools. The findings of this study show that pesantren managers prefer prospective educators who have spiritual depth, not only technical skills in the field of education. The mentorship approach used in human resource management emphasizes the importance of interpersonal relationships between caregivers and students. This process ensures that the teaching provided is not only based on science but also on the

formation of character and morals in accordance with the teachings of Islam. This human resource management model, although informal, has proven to be effective in creating an educational environment that supports the spiritual and moral development of students, as well as contributing to the development of Islamic education management based on religious values.

Financial management in pesantren shows a balance between traditional and modern managerial principles. Although Islamic boarding schools have begun to adopt accounting systems to record income and expenses, the principles of sincerity and transparency remain the basis of fund management (Asari, 2024; Kirom, 2024). This reflects how the cultural values of pesantren, such as honesty and sincerity, can be translated into more structured and professional managerial practices. Financial management based on this principle allows pesantren to maintain accountability and efficiency in the use of resources, even with limited funds and available human resources. The use of technology in financial management shows that pesantren are beginning to adapt to modern managerial needs without having to sacrifice traditional values.

The pesantren education system, although rooted in the tradition of teaching the yellow book, is now beginning to adopt technology in learning to increase effectiveness and accessibility. However, even though technology is used to support the learning process, religious values and character formation remain top priorities in pesantren education. This discovery illustrates how Pesantren has successfully integrated innovation into learning without eliminating the essence of the Islamic educational tradition which is based on direct teaching and daily life practices that are full of moral and spiritual values. Thus, pesantren has succeeded in maintaining a balance between tradition and modernity in the management of education.

The biggest challenge in integrating pesantren culture with modern management is resistance to rapid change. Many Islamic boarding schools are worried that the adoption of the modern managerial system will erode the essence and traditions that already exist (Azwar & Muliono, 2020; Lahmar, 2020). The limitation of human resources who have skills in modern management is also an obstacle to the implementation of a more professional managerial system. Therefore, training and capacity building for pesantren managers are very important to ensure that the management system adopted can run well and effectively without sacrificing the values that have been inherent in the pesantren culture.

Overall, these findings emphasize that pesantren culture has a very large contribution to the development of Islamic education management systems. The culture of pesantren that prioritizes religious values, morality, and morals is able to produce a managerial system that is not only effective in terms of administration and technical but also has a spiritual dimension that enriches the quality of education. The development of an Islamic education management system based on pesantren culture shows that the integration between tradition and innovation can create a more holistic managerial model. By providing training and capacity development to pesantren managers so they can effectively implement the model, which not only considers technical aspects, but also spiritual and moral aspects that are very important in shaping the character of students.

Chart 1. Traditional pesantren culture with modern management practices



CONCLUSION

This study reveals that the culture of pesantren has a significant contribution to the development of an Islamic education management system that is relevant to the demands of the modern era. The main findings of this research show that values embedded in the pesantren culture, such as solidarity, independence, discipline, and sincerity, can be integrated with modern managerial approaches, both in terms of leadership, human resource management, finance, and the learning process. Pesantren can preserve traditional Islamic principles while adopting management innovations that can enhance the effectiveness and sustainability of Islamic educational institutions in the

modern era.

Based on the research results, several recommendations can be applied both specifically and generally. Specifically, pesantren need to strengthen managerial training for administrators and educators to implement more professional management systems without sacrificing the values of pesantren culture. The use of technology in the teaching and learning process should be further encouraged, while maintaining a balance between traditional methods and modern approaches. Additionally, pesantren are expected to enhance financial management with more transparent and accountable systems to support the development of infrastructure and educational quality. Generally, this research recommends that pesantren can further improve the synergy between local culture and modern management to create an adaptive and sustainable Islamic education system.

This study provides a strong foundation for further research in the development of Islamic education management systems based on pesantren culture. For future research, it is suggested to conduct further studies on the implementation of this management model in various pesantren with different cultural characteristics, in order to explore more diverse challenges and opportunities. Additionally, more in-depth research on the impact of human resource capacity in the implementation of modern managerial systems should also be conducted, focusing on the development of pesantren administrators' competencies in professional management. Future studies are also expected to further examine how the pesantren-based management system can be adapted at the national or international level in order to strengthen the position of pesantren within the global education system.

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