The management of Salafiyah Islamic boarding schools is often perceived to be quite unique, but rather weak. It is due to the centralized leadership of the ulama in Islamic boarding schools. This study aims to examine the prophetic leadership values in improving good governance in Salafiyah Islamic boarding schools.

This study is a phenomenological research applying a qualitative approach. Phenomenological research describes the general meaning of a number of individuals on various life experiences related to certain concepts or phenomena by using sampling techniques, with subjects consisting of the caregivers of the Islamic boarding schools and their families as well as the head and the treasurer of the foundation. For data collection, this study implemented interview, questionnaires, and observation techniques.

After conducting the research, it was found that among rural boarding schools in Indonesia with the existing financial governance, not all of them understand contemporary financial management based on modern scientific concepts. However, there is another governance concept, namely pesantren (Islamic boarding school). It is a concept based on the prophetic leadership values or the characteristics of the Prophet Muhammad in his daily activities, including the application of STAF (SIDDIQ, TABLIGH, AMANAH, FATHONAH).

From the results of this study, it can be concluded that the creation of the management concept of the Raudlatul Ulum Salafiyah Islamic Boarding School influenced by the prophetic leadership values will certainly provide new knowledge for the administrators of Islamic boarding schools on how to manage a Salafiyah Islamic boarding school which is in accordance to Islamic teachings.

Keywords: Governance, Salafiyah Islamic Boarding School, Prophetic Leadership.
Introduction

*Pondok Pesantren* (Islamic boarding schools) are the oldest Islamic educational institutions in Indonesia which also represent the indigenous culture of Indonesia. Marzuki Wahid, *et al.* (1999) argued that *pondok pesantren* are a living discourse. The discussions on boarding schools are always attractive, fresh, and actual. Even Islamic boarding schools themselves are a unique phenomenon, and they are incredibly fascinating to study. The exceptionality of a Salafiyah Islamic boarding school lies in the learning process, governance or management, and the leadership of a *kiai* who acts not only as the founder but also the owner of the Islamic boarding school.

Salafiyah Islamic boarding schools sometimes do not follow the mechanisms of modern governance. Nevertheless, they have survived all conditions until the present era. The survival of these Islamic boarding schools is influenced by the leadership pattern of the *kiai* who practice the prophetic values. According to a research conducted by Nurudin (2017), the Raudlatul Ulum Islamic Boarding School Sumberwringin, Sukowono, Jember is one of the oldest Salafiyah Islamic boarding schools. It inspires the completion of this study on the “Governance of Salafiyah Islamic Boarding Schools in a Prophetic Leadership Perspective”.

This study examined the issues on “how the governance of Raudlatul Ulum Salafiyah Islamic Boarding School Sumberwringin Village, Sukowono District, Jember Regency survives with the application of prophetic leadership.”

By analyzing the above-mentioned problem, this study is expected to be able to provide some benefits, as follows: (1) To be academically useful for the development of science, (2) To aid the public in observing how the governance of the Raudlatul Ulum Salafiyah Islamic Boarding School, Sumberwringin Village, Sukowono District, Jember Regency manages the school so that it can survive, (3) To present recommendations and concrete solutions to improve the quality of education through Islamic boarding schools.

Research Methods

This study is a phenomenological research applying a qualitative approach. Phenomenological research describes the general meaning of a number of
individuals on various life experiences regarding certain concepts or phenomena. Hermeneutic phenomenology was employed in this study to inspect the experience of the management of the Raudlatul Ulum Salafiyah Islamic Boarding School, Sumberwringin Village, Sukowono District, Jember Regency, in understanding, managing, and developing the governance of Islamic boarding school.

The research was conducted at the Raudlatul Ulum Salafiyah Islamic Boarding School, Sumberwringin Village, Sukowono District, Jember Regency, which still employs salafiyah or traditional management of pesantren.

The data used in this study is qualitative data presented in form of verbal words, not in numbers. The source of data is the pesantren with all its activities, including the life of its leader. Meanwhile, the respondents of this study were: 1) Caregiver of the Raudlatul Ulum Salafiyah Islamic Boarding School, Sumberwringin Village, Sukowono District, Jember Regency, 2) Chairman of the Raudlatul Ulum Salafiyah Islamic Boarding School Foundation, Sumberwringin Village, Sukowono District, Jember Regency, 3) Treasurer of the Raudlatul Ulum Salafiyah Islamic Boarding School Foundation, Sumberwringin Village, Sukowono District, Jember Regency, 4) The close family of the Raudlatul Ulum Salafiyah Islamic Boarding School, Sumberwringin Village, Sukowono District, Jember Regency, 5) A number of male and female students of the Raudlatul Ulum Islamic Boarding School, Sumberwringin Village Sukowono, Jember Regency, and 6) Several parents of the students and alumni of the Raudlatul Ulum Salafiyah Islamic Boarding School, Sumberwringin Village, Sukowono District, Jember Regency.

The data analysis used the Interpretative Phenomenological Analysis (IPA) model with the following stages: 1) Reading and re-reading; 2) Initial noting; 3) Developing emergent themes; 4) Searching for connections across emergent themes; 5) Moving to the next cases; 6) Looking for patterns across cases. The validity of the data was then checked through triangulation.

Results and Discussion

Management is a process of carrying out certain activities by mobilizing other people’s energy in implementing policies and achieving goals. With regards to the management of Salafiyah Islamic boarding schools, the process consists of planning for, implementing, and evaluating certain programs to improve the
quality of the school, accepting new students, coaching all students, and supervising them. This includes the educational process in both physical and spiritual educations provided and carried out by the Raudlatul Ulum Salafiyah Islamic Boarding School which has its own uniqueness. In fact, all series of activities of the Raudlatul Ulum Salafiyah Islamic Boarding School, Sumberwringin Village, Sukowono District, Jember Regency are always carried out collegially or in congregation as well as in a familial manner.

The success of the educational development in the Raudlatul Ulum Salafiyah Islamic Boarding School is influenced by two factors, namely: 1) The implementation of the prophetic leadership values in the management of the Raudlatul Ulum Salafiyah Islamic Boarding School, Sumberwringin Village, Sukowono District, Jember Regency, and, 2) The management of the Raudlatul Ulum Salafiyah Islamic Boarding School in Sumberwringin Village, Sukowono District, Jember Regency.

The implementation of the prophetic leadership values in the Raudlatul Ulum Salafiyah Islamic Boarding School includes the leadership formation process of the boarding school which uses the inheritance system from the parents (kiai) to their son-in-law. In its development, the collegial leadership is employed by the Raudlatul Ulum Islamic Boarding School for the application of leadership authority. By applying the collegial leadership, the authority for the implementation of responsibility is not fully given to the caregiver, but rather shared together with the management. Therefore, the emerging characteristics are in line with the application of STAF (siddiq, tabligh, amanah, and fathonah).

Regarding the management of the Raudlatul Ulum Salafiyah Islamic Boarding School in Sumberwringin Village, Sukowono District, Jember Regency, it can be concluded that all managers of Raudlatul Ulum, both foundation and institutional ones, have displayed the prophetic characteristics, namely STAF (siddiq, tabligh, amanah, and fathonah), as well as the development of local wisdom, including the culture of Nyabis, the application of the concept of being honest with sustenance, the relationship like those of children and parents, the application of the Pangestro principle, and the implementation of the practical field experience of the assignment teachers.
Conclusion

From the analysis, several conclusions can be drawn from this study. First, the Salafiyah Islamic boarding school has not applied the principles of modern or organizational management yet. Despite the implementation of traditional management, this school can survive amidst all conditions.

Second, the management of the Salafiyah Islamic boarding school has implemented prophetic leadership to manage the school, leading to the increased public trust in Salafiyah Islamic boarding schools.

Third, the Salafiyah Islamic boarding school prioritizes the independence of all its components, with no exception for the students living in the boarding school.

The implication of this policy suggests the government to give more attention and guidance to Salafiyah Islamic boarding schools as this kind of pesantren gives a considerable amount of contribution in building the character education for the nation’s children.
BIBLIOGRAPHY


---------------------


Ziemek, Manfred. (1986). *Pesantren dalam Perubahan Sosial*. Jakarta: P3M.