

# Governance of Salafiyah Islamic Boarding Schools Under a Prophetic Leadership Perspective

**Su'udin Aziz**

Nahdlatul Ulama Sunan Giri University, Bojonegoro – Indonesia

[suudin.aziz@unugiri.ac.id](mailto:suudin.aziz@unugiri.ac.id)

**Fauzan**

Kiai Haji Achmad Shiddiq State Islamic University, Jember – Indonesia

[fauzan1974@iain-jember.ac.id](mailto:fauzan1974@iain-jember.ac.id)

**Muhammad Fauzinudin Faiz**

Kiai Haji Achmad Shiddiq State Islamic University, Jember – Indonesia

[mufaddin@uinkhas.ac.id](mailto:mufaddin@uinkhas.ac.id)

## Abstract

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 *Pangesto* 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

- Adian, Danny Ghahral. ( 2010). *Pengantar Fenomenologi*. Depok: Koekoesan.
- Adz-Dzakiy, H. B. (2005). *Prophetic Intelligence (Kecerdasan Kenabian)*. Yogyakarta: Islamika.
- (2013). *Mengembangkan Potensi Kepemimpinan Berparadigma Prophetic Leadership*. Leadership, Self Development, and Self-Empowerment Workshop Module. Yogyakarta: Center of Prophetic Intelligence, Pondok Pesantren Raudhatul Muttaqien.
- Ali, Mukti. (1987). *Beberapa Persoalan Agama Dewasa Ini*. Jakarta: Rajawali Press.
- Ali Anwar, Muhammad. (2017). *Manajemen Kelembagaan Pondok Pesantren; Strategi dan Pengembangan di Tengah Modernisasi Pendidikan*. Yogyakarta: Pustaka Ilmu.
- Andy Pratama, Lukas William., Mustamu, Ronny H. (2013). *Penerapan Prinsip-Prinsip Good Corporate Governance pada Perusahaan Keluarga: Studi Deskriptif pada Distributor Makanan*. AGORA Vol. 1, No. 1.
- Anselm, Strauss and Juliet Corbin. (2003). *Dasar-Dasar Penelitian Kualitatif*. Yogyakarta: Pustaka Belajar.
- Arifin, Miftahol. (2016). *Manajemen Keuangan Pondok Pesantren*. Sumenep: Jurnal Fikrotuna STIT Al-Karimiyyah.
- Arikunto, Suharsimi. (2010). *Prosedur Penelitian Suatu Tindakan Praktik (Revised Ed.)*. Jakarta: Rineka Cipta.
- Armush, Ahmad Ratib. (2005). *Qiyadah al-Rasulullah; wa al-'Askariyah*. Translated by Ahmad Khatib. Jakarta: Bening Publishing.
- Bakar, Osman. (1995). *Tauhid & Sains: Esai-Esai tentang Sejarah dan Filsafat Sains Islam*. Bandung: Pustaka Hidayah.
- Basri, Hasan. (2001). *Pesantren: Karakteristik dan Unsur-Unsur Kelembagaan, dalam Abuddin Nata "Sejarah Pertumbuhan dan Perkembangan Lembaga-lembaga Pendidikan Islam di Indonesia"*. Jakarta: Grasindo.
- Bass, Bernard M. (1985). *Leadership and Performance beyond Expectation*. New York: The Free Press.

- (1990). *Bass & Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. Third Ed. New York: The Free Press.
- Bernadien, Win. (2013). *Serpihan-Serpihan Filsafat*. Jember: STAIN Jember Press.
- Budiharto, Sus. (2015). *Peran Kepemimpinan Profetik dalam Kepemimpinan Nasional*. Presented in the 1<sup>st</sup> National Conference on Islamic Psychology and Inter Islamic Conference on Psychology, 27 February 2015 in Yogyakarta.
- Budiharto, Sus and Himam, F. (2006). *Konstruk Teoritis dan Pengukuran Kepemimpinan Profetik*. Jurnal Psikologi of the Faculty of Psychology, Gadjah Mada University. Vol. 33, No. 2. ISSN: 0215-8884.
- Budiono, I., Hamidah, Yasin, M. (2020). *The Role of Prophetic Leadership on Work-place Spirituality at Sufism-based Islamic Boarding School*. Journal of Business and Behavioural Entrepreneurship, 4(1), 122-129. <https://doi.org/10.21009/JOBBE.004.1.09>.
- (2020). *Linking Prophetic Leadership, Workplace Spirituality, Employee Engagement, and Innovative Work Behavior in Sufism-Based Islamic Boarding School*. Journal of Xi'an University of Architecture & Technology. ISSN No: 1006-7930.
- Creswell, John W. (2015). *Penelitian Kualitatif & Desain Riset, Memilih di Antara Lima Pendekatan. (Translated by Ahmad Lintang Lazuardi)*. Yogyakarta: Pustaka Pelajar.
- (2014). *Research Design. (Translated by Ahmad Lintang Lazuardi)*. Yogyakarta: Pustaka Pelajar.
- (2013). *Qualitative Inquiry and Research Design: Choosing among Five Approaches*. Printed in the United States of America.
- Denhardt & Denhardt. (2003). *The New Public Service: Serving, Not Steering*. New York: M.E. Sharpe.
- Dhavamony, Mariasusai. (1995). *Fenomenologi Agama*. Yogyakarta: Kanisius.
- Dhofier, Zamakhsyari. (2015). *Tradisi Pesantren: Studi tentang Pandangan Hidup Kyai*. Jakarta: LP3ES.
- Echols, John M. and Hassan Shadily. (1993). *Kamus Inggris Indonesia*. Jakarta: Gramedia.

- Endahwati, Yosi Dian. (2014). *Akuntabilitas Pengelolaan Zakat, Infaq, dan Shadaqah (ZIS)*. Jurnal Akuntansi dan Humanika JINAH. Vol. 4, No. 1. ISSN: 2087-3310. Singaraja.
- Fadhli, Muhammad. (2018). *Internalisasi Nilai-Nilai Kepemimpinan Profetik dalam Lembaga Pendidikan Islam*. At-Ta'dib: Jurnal Ilmiah Pendidikan Agama Islam. Vol. 10, No. 2, December 2018.
- Fausi, Mohammad. (2015). *Tafsir Sosial atas Nyabis (Kebiasaan Berkunjung ke Ulama atau Dukun oleh Nelayan Desa Kedungrejo, Kecamatan Muncar, Kabupaten Banyuwangi)*. Jurnal Mahasiswa Sosiologi Vol. 2, No. 2. 1.
- Fikri, Abdullah. (2016). *KONSEPTUALISASI DAN INTERNALISASI NILAI PROFETIK: Upaya Membangun Demokrasi Inklusif Bagi Kaum Difabel di Indonesia*. Yogyakarta: INKLUSI: Journal of Disability Studies. Vol. 3, No. 1, Jan-Jun 2016. DOI: 10.14421/ijds.030107), 54.
- Fitriana, Annisa, et al. (2018). *Studi Fenomenologi tentang Good Pesantren Governance pada Pondok Modern Darussalam Gontor, Ponorogo*. Jurnal Ilmiah Akuntansi Peradaban; Vol. IV, No. 1. June 2018.
- Frederickson H. G. (1984). *Administrasi Negara Baru*. Jakarta: LP3ES
- Freire, Paulo. (2001). *Pendidikan yang Membebaskan*. Jakarta: Media Lintas Batas.
- Galupo, M. P. and Gonzales, K. A. (2013). *Friendship Values and Cross-Category Friendships: Understanding Adult Friendship Patterns Across Gender, Sexual Orientation, and Race*. Journal of Sexual Roles, 68, 779-790.
- Ghazali, M. Bahri. (2008). *Pesantren Berwawasan Lingkungan*. Jakarta: CV. Prasasti.
- Hajaroh, Mami (2010). *Paradigma, Pendekatan dan Metode Penelitian Fenomenologi*. Yogyakarta: Jurnal Pendidikan Universitas Negeri Yogyakarta.
- Hakim, Ahmad Atho' Lukman. (2013). *Pesantren dan Perubahan Sosial*. STAI Al-Qolam. Malang: JURNAL PUSAKA.
- Hasbiansyah, O. (2008). *Pendekatan Fenomenologi: Pengantar Praktik Penelitian dalam Ilmu Sosial dan Komunikasi*. Mediator, Vol. 9, No. 1.
- Hasibuan, H. Malayu S.P. (2005). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.



- Hayati, Nur Rohmah. (2015). *Manajemen Pesantren dalam Menghadapi Dunia Global*. TARBAWI, Vol. 1, No. 02.
- Henry, Nicholas. (1988). *Administrasi Negara dan Masalah-masalah Publik*. Jakarta: PT. Raja Grafindo Persada.
- Hetherington and Camara. (1984). *Families in Tradition: The Processes of Dissolution and Reconstitution*. Chicago: University of Chicago Press.
- Indrawati. (2012). *Prinsip Good Financial Governance dalam Pengelolaan Keuangan Negara dalam Rangka Mewujudkan Clean Governance*. Jurnal PERSPEKTIF. Vol. XVII, No. 3, 2012, September Ed.
- Jonathan, Sarwono. (2006). *Metode Penelitian Kuantitatif dan Kualitatif*. Yogyakarta: Graha Ilmu.
- Komariah, Aan and Triatna, Cepi. (2005) *Visionary Leadership Menuju Sekolah Efektif*. Jakarta: Bumi Aksara.
- Kumolohadi, R. and Budiharto, S. (2012). *Orientasi Nilai, Kepemimpinan Kenabian dan Kecenderungan Kepribadian Anti Korupsi pada Pejabat Pemerintah Daerah Provinsi "X"*. Research Paper. Seminar Nasional Menuju Masyarakat Madani dan Lestari. Universitas Islam Indonesia, 18 December 2012.
- (2013). *Psikoedukasi Anti Korupsi dan Konseling Keluarga Berbasis Nilai Kenabian pada Pejabat Struktural Pemerintah Daerah*. Featured Research Progress Report of Universitas Islam Indonesia. 2<sup>nd</sup> Year. Yogyakarta: Direktorat Penelitian dan Pengabdian Masyarakat Universitas Islam Indonesia.
- Kuntowijoyo. (1991). *Paradigma Islam: Interpretasi untuk Aksi*. Editor: A.E. Priyono. Bandung: Mizan.
- (2018). *Muslim Tanpa Masjid*. Yogyakarta: IRCiSoD.
- Kuswarno, Engkus. (2009). *Fenomenologi; Konsepsi, Pedoman dan Contoh Penelitian*. Bandung: Widya Padjadjaran.
- Lestari, Made Diah. (2017). *Persahabatan: Makna dan Kontribusinya Bagi Kebahagiaan dan Kesehatan Lansia*. Jurnal Psikologi Ulayat, Vol. 4, No. 1/June 2017, p.59-82.
- Madjid, Nurcholish. (1997). *Bilik-Bilik Pesantren Sebuah Potret Perjalanan*. Jakarta: Paramadina.

- Mansyur, Ahmad Yasser. (2014). *Peningkatan Produktivitas Kerja dengan Model Kepemimpinan Profetik*. Makassar: UNM.
- Mardiasmo. (2006). *Pewujudan Transparansi dan Akuntabilitas Publik Melalui Akuntansi Sektor Publik: Suatu Sarana Good Governance*. Jurnal Akuntansi Pemerintahan. Vol. 2, No. 1, May 2006.
- Mastuhu. (1998). *Dinamika Pesantren*. Jakarta: LP3ES
- Miles, M.B, Huberman, A.M, and Saldana, J. (2014). *Qualitative Data Analysis, A Methods Sourcebook, 3<sup>rd</sup> Ed*. Translated by Tjetjep Rohindi Rohidi, UI-Press. USA: Sage Publications.
- Ministry of Religious Affairs of the Republic of Indonesia. (1994). *AL-QUR'AN dan TERJEMAHANNYA. Revised Ed*. Semarang: PT. Kumudasmoro Grafindo.
- (2015). *Al-Quran Terjemahan*. Bandung: CV Darus Sunnah.
- Moleong, Lexy J. (2012). *Metodologi Penelitian Kualitatif*. Bandung: PT Remaja Rosdakarya.
- Muchtar, Zumba, et al. (2016). *Manajemen Pembiayaan Operasional Pesantren Tahfidzul Quran Imam Al-Syatibi Bontobaddo Gowa*. Vol. 04, No. 3, December 2016. Gowa: Jurnal Diskursus Islam.
- Muhadjir, Noeng. (1998). *Metodologi Penelitian Kualitatif*. Yogyakarta: Rake Sarasin.
- Muhammad, Murtadho, (2020). *Tanggung Jawab Kepemimpinan*. <https://doi.org/10.31219/osf.io/4dr9w>.
- Munawaroh, Djunaitul. (2001). *Pembelajaran Kitab Kuning di Pesantren, in Abuddin Nata "Sejarah Pertumbuhan dan Perkembangan Lembaga-lembaga Pendidikan Islam di Indonesia"*. Jakarta: Grasindo.
- Munir, M. and Wahyu Ilaihi. (2009). *Manajemen Dakwah*. Jakarta: Prenada Media Group.
- Muntholib, Hidayat, and Jaya. (2019). *Transformation of Pondok Pesantren in Increasing Islamic Education in Jambi Province*. International Journal of Research-Granthaalayah, 7(12), 325-336. <https://10.5281/zenodo.3604573>.
- Murdayanti, Yunika. (2018). *Tata Kelola Keuangan Sektor Publik*. Kuningan, Jawa Barat: Goresan Pena.

- Mutohar, Ahmad and Nurul Anam, (2013). *Manifesto Modernisasi Pendidikan Islam dan Pesantren*. Yogyakarta: Pustaka Pelajar.
- Nashir, M. Ridwan. (2010). *Mencari Tipologi Format Pendidikan Ideal: Pondok Pesantren di Tengah Arus Perubahan*. Yogyakarta: Pustaka Pelajar.
- Oktafia, Renny, Abdul Basith. (2017). *Implementasi Good Corporate Governance pada Pondok Pesantren sebagai Upaya Peningkatan Daya Saing*. UHAMKA: Jurnal Ekonomi Islam.
- Rahardjo, Dawam (ed.). (1998). *Pesantren dan Pembaharuan*. Jakarta: LP3ES.
- Rakhmawati, Istina (2016). *Karakteristik Kepemimpinan dalam Perspektif Manajemen Dakwah*. TADBIR: Jurnal Manajemen Dakwah. <http://journal.stainkudus.ac.id/index.php/tadbir>.
- Ramayulis. (2008). *Ilmu Pendidikan Islam*. Jakarta: Kalam Mulia.
- (2008). *Manajemen Pendidikan Islam*. Jakarta: Kalam Mulia.
- Robbins, Stephen P. and Mary Coulter. (2014). *Manajemen*. Jakarta: Erlangga.
- Rohmat. (2010). *Keluarga dan Pola Pengasuhan Anak*. Yinyang Vol. 5, No. 1 Jan-Jun 2010 pp.35-46. ISSN: 1907-2791.
- Roqib, Moh. (2011). *Prophetic Education: Kontekstualisasi Filsafat dan Budaya Profetik dalam Pendidikan*. Purwokerto; STAIN Press.
- Rosyadi, Khoiron. (2004). *Pendidikan Profetik*. Yogyakarta: Pustaka Pelajar.
- Ryandono, Muhammad Nafik Hadi. (2018). *Peran Pondok Pesantren dalam Pemberdayaan Sosial Ekonomi di Jawa Timur pada Abad ke-20*. Vol. 18 (2): 189-204: Mozaik Humaniora.
- Sani, Abdul Halim. (2011). *Manifesto Gerakan Intelektual Profetik*. Yogyakarta: Samudera Biru.
- Sakdiah. (2016). *Karakteristik Kepemimpinan dalam Islam (Kajian Historis Filosofis) Sifat-Sifat Rasulullah*. Jurnal Al-Bayan Vol. 22, No. 33 Jan-Jun 2016.
- Sandovi, Lussy and Eka Vidya Putra. (2018). *Implementasi Good Ngo Governance Pada Lembaga Swadaya (LSM) Lokal*. Jurnal Perspektif: Jurnal Kajian Sosiologi dan Pendidikan. Vol. 1, No. 4, 2018 <http://perspektif.ppj.unp.ac.id> Email: [perspektif@ppj.unp.ac.id](mailto:perspektif@ppj.unp.ac.id) ISSN: 2622-

1748 (Online), 2684-902X (Print) DOI:  
<http://dx.doi.org/10.24036/perspektif.v1i4.55>.

Shaleh, Rahman, Abdul, (1985). *Pedoman Pembinaan Pondok Pesantren*. Jakarta: Ministry of Religious Affairs of the Republic of Indonesia.

Sidiq, Umar and 'Uyun, Qurratul. (2019). *Prophetic Leadership in the Development of Religious Culture in Modern Islamic Boarding Schools*. ISTAWA: Jurnal Pendidikan Islam (IJPI) P-ISSN: 2502-573; E-ISSN: 2541-0970 2019, Vol. 4, No.1.

Siradj, Sa'id Aqiel, et al. (2004). *Pesantren Masa Depan*. Cirebon: Pustaka Hidayah.

Smith, Jonathan A. (ed). (2009). *Psikologi Kualitatif Panduan Praktis Metode Riset (Translated from Qualitative Psychology A Practical Guide to Research Method)*. Yogyakarta: Pustaka Pelajar.

Steenbrink, Karel A. (1994). *Pesantren, Madrasah, Sekolah: Pendidikan Islam dalam Kurun Modern*. Jakarta: LP3ES.

Sugihastuti. (2009). *Bahasa Laporan Penelitian*. Yogyakarta: Pustaka Pelajar.

Sukarna. (2011). *Dasar-Dasar Manajemen*. Bandung : PT. Mandar Maju.

Sulistiyorini. (2009). *Manajemen Pendidikan Islam*. Yogyakarta: Teras.

Surur, Agus Miftakus, Kharisma Nur Cholifah. (2018). *Penerapan Good Governance pada Kepengurusan Pondok Pesantren Putri Al-Amien*. Al-Tadzkiyyah: Jurnal Pendidikan Islam.

Suryabrata, Sumadi. (2013). *Metodologi Penelitian*. Jakarta: Raja Grafindo Persada.

Suryosubroto. (2004). *Manajemen Pendidikan di Sekolah*. Jakarta: Rineka Cipta.

Sutrisno, Edy. (2010). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.

Syafi'i, Imam. (2017). *Pondok Pesantren: Lembaga Pendidikan Pembentukan Karakter*. Al-Tadzkiyyah: Jurnal Pendidikan Islam.

Tamam, Badrut. (2015). *Pesantren Nalar dan Tradisi*. Yogyakarta: Pustaka Pelajar.

Terry, George R. (2000). *Dasar-Dasar Manajemen*. Jakarta: Bumi Aksara.

- Thoha, Miftah. (2011). *Ilmu Administrasi Publik Kontemporer*. Jakarta: Kencana.
- Tidjani, Mohammad. (2008). *Membangun Madura*. Jakarta: Taj Publishing.
- Turmudi, Endang. (2004). *Perselingkuhan Kiai dan Kekuasaan*. Yogyakarta: LKIS.
- UU No. 18. (2019). *Undang-Undang No.18 Tahun 2019 tentang Pesantren*. Jakarta: the Republic of Indonesia.
- Wahid, Marzuki, et al. (1999). *Pesantren Masa Depan: Wacana Pemberdayaan dan Transformasi Pesantren*. Bandung: Pustaka Hidayah.
- Wahid, Abdurrahman. (2010). *Menggerakkan Tradisi*. Yogyakarta: LKIS.
- Wahjoetomo. (1997). *Perguruan Tinggi Pesantren: Pendidikan Alternatif Masa Depan*. Jakarta: Gema Insani Press.
- Wilson, James Q. 1989. *Bureaucracy: What Government Agencies Do and Why They Do It*. Basic Books: A Division of HarperCollins Publishers.
- Woodward, Mark. R. (2008). *Islam Jawa : Kesalehan Normatif versus Kebatinan*. Yogyakarta: LKIS.
- Yakin, Nurul. (2014). *Studi Kasus Pola Manajemen Pondok Pesantren Al-Raisiyah di Kota Mataram*. Mataram: Ulumuna Jurnal Studi Keislaman.
- Yukl, Gary. (1998). *Kepemimpinan dalam Organisasi*. Jakarta: Prenhallindo
- Zainal, Veithzal Rivai, et al. (2017). *Kepemimpinan dan Perilaku Organisasi*. Jakarta: PT Raja Grafindo Persada.
- Ziemek, Manfred. (1986). *Pesantren dalam Perubahan Sosial*. Jakarta: P3M.