

## Management of Islamic Educational Institutions Based Distance Learning in the Era of Disruption: A Case Study at the Baitul Maal Center for Islamic Education for Children (PPIA) Jakarta

Maya Yunus, ArmaiArief& Saiful Bahri

*University of Muhammadiyah Jakarta, Indonesia*

**Abstract:** Managing and organizing Islamic education has its own challenges because society determines and expects quality at the same time. To achieve the desired goals, the improvement of the system in an institution is an important task, and efforts to manage and develop Islamic educational institutions are also a joint obligation and duty for Islamic education policy makers. Formulating the right strategy will affect the existence of Islamic educational institutions in the real world and their development needs. Therefore, leaders of Islamic education institutions must have the ability to read the tastes and needs of the community. In this way, Islamic education will be able to dominate the world of education in our society. In this research, it is hoped that new things can be found in managing Islamic education institutions based on distance learning in the era of disruption and including during this pandemic.

The research method used in this research is to use qualitative research methods. Qualitative research methods are often called naturalistic research methods because the research is carried out in natural conditions. In the implementation of this study, researchers used a qualitative descriptive approach. Descriptive research is research that guides researchers to explore and photograph social situations as a whole, broadly and deeply. Data analysis was carried out inductively based on data obtained in the field. The discussion will focus on financial issues, human resources, curriculum, and infrastructure which are expected to produce quality education that remains high quality, maintains the characteristics of Islamic education and can keep up with the times.

**Keywords:** *Islamic Education Management, Disruption, Pandemic*

### I. INTRODUCTION

Management of Islamic educational institutions is a unique management activity and has its own characteristics. Managing an institution is an art and a challenge in itself that requires structured management knowledge, with the addition of the word Islamic education, there arises a need and bond to remain in the teachings of Islam.

Management in language means leader, president, manager, which comes from the word administrate which means to direct, regulate, regulate. Management according to Hadari Nawawi is an activity carried out by managers in the field of managing organizations, institutions, and companies.

The importance of effective management in educational organizations is getting recognition from various parties. Schools and colleges will be more effective in providing good education to students or students if appropriately managed. The quality of leadership and management is one of the essential variables to distinguish between successful and unsuccessful schools.

Ramayulis noted that al-Tadbir (rules) The arrangement is meant as the management of all the affairs under it so that it can run well. Managing and administering Islamic education has its own challenges because society determines and expects its own quality. Therefore, managers of Islamic educational institutions must have good techniques and skills as well as management, so that they can meet the standards set by the community and can occupy a good place in the hearts of the community and are not inferior to schools. In general, therefore, there is a need for quality Islamic education institutions to achieve the desired goals of Islamic education. Institutions are also a tool to preserve the ancestral heritage that was built and initiated. To achieve the desired goal, improving the system in an institution is an important task, and efforts to manage and develop Islamic educational institutions are also a shared obligation and task for Islamic education policy makers. Formulating the right strategy will affect the existence of Islamic educational institutions in the real world and their development needs. Therefore, leaders of Islamic educational institutions must have the ability

to read the tastes and needs of the community. In this way, Islamic education will be able to dominate the world of education in our society.

If summarized, it can be written that the background of the problem which is the basis of this writing is:

1. Managing Islamic educational institutions is an art in itself how to combine Islamic and western management science and maintain the authenticity of the basic principles of Islamic education which is a legacy of Islamic civilization that has existed for a long time.

2. The emergence of the COVID-19 pandemic that hit the world starting at the end of 2019 affected and changed the pattern of human life on many sides. Educational institutions are among the hardest hit. Especially when talking about Islamic educational institutions that must be able to survive and thrive in such conditions

3. The world today has entered an era of disruption where technology and industry affect human life, including the world of education. The change is very fast and now the era is industry 4.0, even starting towards 5.0.

This research has a problem formulation as follows:

1. How to manage finances by following technological developments in distance learning so that they can manage education well during the COVID-19 pandemic, so that the welfare of teachers and the comfort of working teachers can be maintained

2. How to manage human resources so that they can adapt and follow the demands of distance learning that are different from learning at school

3. How to design existing curriculum and learning by maximizing student achievement

4. How to maintain relationships and build communication with the committee and parents.

## II. RESEARCH PURPOSEDAN OBJECTIVES

This research was also written with the intention of being able to benefit the world of Islamic education so that Islamic education can survive and even develop in the era of disruption and also during this covid 19 can also immediately adapt to technology in this era of disruption.

From this research, it is also expected to find new things in managing distance learning-based Islamic educational institutions in the era of disruption and including during this pandemic.

The writing of this dissertation is to examine the development of technology which is increasingly sophisticated and these changes also have an impact on the world of education. Especially if it is related to the condition of the spread of the covid epidemic that has hit the world, it has a big impact on the world of education. So that Islamic educational institutions must have the ability to adapt to the ability to manage their educational institutions so that they can continue to develop and contribute to preparing the nation's young generation of leaders.

## III. LITERATURE REVIEW

The management of Islamic educational institutions is increasingly facing challenges when we talk about world developments in this era of disruption plus the outbreak of COVID-19, which affects all areas of life.

The world is currently also undergoing an era of disruption with the development of technology that continues to increase every time. Technological sophistication continues to develop and discover new things that are beyond human ability to predict. It must be admitted that Indonesian education is not prepared for that. The Covid virus attack is actually a signal that the world of education has to prepare itself for it. And with the Covid-19 condition that hit the world, education is forced to be ready to live it.

The term "disruption" is a word whose meaning has been understood since 1995. This word became known after Professor Clayton M. Christensen from Harvard Business School wrote a book entitled *The Innovator Dilemma* (1997). This book contains about competition in the business world, more special innovation. In that book, Christensen wants to answer the important question of the conditions that were sweeping the world at that time, why large companies and even market leaders (incumbents) could be defeated by smaller companies, even though these small companies lost in terms of capital and human resources. The answer lies in the profound change known as disruption.

In the big Indonesian dictionary, "disruption" is defined as something that is uprooted. If interpreted in the language of everyday life, disruption is a change that occurs fundamentally or fundamentally related to human life. This era of disruption is an extraordinary condition when many people change activities that are usually carried out in the real world, changing the process in cyberspace. This condition is growing rapidly and its impact is very visible, especially when we examine the changing patterns of the business world {9}. The emergence of online transportation is one of the most popular and impactful impacts in the world.

Disruption is also experienced by the education system. The change had a big impact and was not easy for many institutions to follow. The education community must have a strong mentality in facing change and adapting. Especially how it can act as a driving force for the emergence of the latest creativity and innovation.

Teachers must be aware of the changes that occur and master technology related to learning. The class will turn into a study group gathered in Whatsapp "groups". The teacher easily conveys the material through the media. You can also take online classes via teleconference. Distance is no longer a problem. The material is very easily conveyed to students.

The national education system that is structured based on competence needs to continue to develop and prepare itself to face changes that occur quickly and beyond our imagination. These changes inevitably make the teacher have to get out of the zone of stability and comfort, even the teacher must also be able to get out of our inherent habits and these habits may disappear and be replaced with new things, this is the hallmark of the era. destruction.

The pandemic that is currently attacking the world is also a catalyst for growth and the need for technology in the world of education. The Ministry of Education and Culture (Kemendikbud) immediately took a stand to deal with these conditions by making a number of policies. Starting from curriculum policies in schools, budget reallocation and covid 19 education. The Ministry of Education and Culture also plays an active role in building collaborations with various private partners in the edutech and telecommunications fields, as well as designing teacher sharing programs. In mid-April 2020, the Ministry of Education and Culture also broadcast the Learning from Home (BDR) program broadcast by TVRI. This program is filled with various educational and fun shows as an alternative learning for students, parents, and teachers.

Before the start of the new academic year and the 2020/2021 school year, the Ministry of Education and Culture together with three other ministries, namely the Ministry of Religion, the Ministry of Health, and the Ministry of Home Affairs, compiled learning guidelines. . Application. This guide aims to provide an explanation to the community by opening an educational unit for face-to-face learning.

The goal of management is that all resources, equipment or facilities in an organization can be moved in such a way that it can avoid to a minimum level all the wastage of time, energy, material and money in order to achieve organizational goals that have been set in advance. The purpose here is closely related to the leader's efforts to manage natural and human resources in the organization as effectively and efficiently as possible, with management, it is expected to achieve organizational goals to the fullest with minimal effort, time and effort.

#### IV. METHODOLOGY

Methodology is a systematic investigation and formulation of methods to be used in research. While research is all activities of searching, investigating, and naturally experimenting in a particular field, to obtain facts, new principles that aim to gain new understanding and raise the level of science and technology. The research method used in this research is using qualitative research methods. In the implementation of this research, the researcher used a qualitative descriptive approach. Research that guides researchers to explore and photograph social situations thoroughly, broadly and deeply. data analysis is carried out inductively based on data obtained in the field

##### *Research Procedure*

Bog and Taylor in Lexy state that qualitative research procedures produce descriptive data in the form of written or spoken words from people and observed behavior.

There are at least three main stages in qualitative research, namely:

- a. Description stage or orientation stage. At this stage, the researcher describes what is seen, heard and felt. Researchers record the information obtained.
- b. Reduction stage. At this stage, the researcher reduces all the information obtained in the first stage to focus on certain problems.
- c. Selection stage. At this stage, the researcher describes the focus that has been set in more detail and then conducts an in-depth analysis of the focus of the problem. The result is a theme that is constructed based on the data obtained into knowledge, hypotheses, and even new theories.

##### *Place and Time of Research*

This dissertation research took place at the Baitul Maal Islamic Education Center (PPIA) located at Pondok Aren. PPIA Baitul Maal is an educational institution that wants to print the younger generation by providing education for the nation's children by educating and directing them to become pious, intelligent, independent and responsible children with the pleasure of Allah SWT, and that is in line with the duties and responsibilities of parents. . Under PPIA Baitul Maal there are schools from baby houses to junior high schools.

#### V. RESULTS AND DISCUSSION

Financial management is one of the substance of school management that will also determine the course of educational activities in schools. Financial management is one of the substance of school management that will also determine the course of educational activities in schools. As happened in the substance of

education management in general, financial management activities are carried out through the process of planning, organizing, directing, coordinating, supervising or controlling.

Some financial management activities are obtaining and determining funding sources, utilization of funds, reporting, auditing and accountability.

In this era of industry 4.0, the curriculum and teaching are also changing, the changes will be seen in:

- Contents of the curriculum

The content of the curriculum is adjusted to the needs of students' skills and knowledge in the future. Research and development will continue to be carried out on the contents of the curriculum so that it can meet the demands of the times.

It is also adapted to the learning patterns that young families live today so that if the curriculum provided does not meet the demands of the school, consumers will leave the school to switch to educational institutions that can meet the demands of the times.

- Teaching method

The teaching method used is the innovation and creativity of the teacher which is adapted to the curriculum and the needs of the times. Continue to develop the right learning method by looking at the current stage of child development which is influenced by the parenting style of the family.

Teachers innovate so that learning is not boring and at the same time builds the life skills that students need, including self-confidence. Blended learning or hybrid learning is a solution that can meet the needs of the times, where online technology is so complete that it meets learning needs.

Education has a very important role in improving the quality of human resources. Therefore, the effectiveness of HR management in schools is very important. The main key so that planning and educational development programs in schools run optimally are in the hands of educators and education staff in schools. In advancing schools, the most important human resource management is the factor of the educators, by having competent educators in their fields, they will be able to make very useful contributions to the sustainability/progress of a school.

Quality can also be seen how schools through their teachers can carry out their duties as educators, teachers, mentors and trainers in accordance with the demands of the curriculum that has been set standardly in local and national contexts. Quality is also determined how the inputs, processes, outputs that exist in the institution.

HR Training and Development Training is held in connection with certain causes or conditions experienced by an organization. Training can be carried out due to: changes in staff, changes in technology, changes in employment, changes in legal regulations, economic developments, new patterns of work, market pressures, social policies, employee aspirations, variations in performance, and equality in opportunity.

In carrying out their duties, an employee/employee cannot be static but must be dynamic and always strive to be able to improve his work performance, career and position. For this reason, employee development activities will occur in both public and private employees. Even though an employee already has the knowledge and skills as "preservice training", for the sake of effectiveness and efficiency as well as increasing work productivity, his abilities and skills need to be continuously developed and improved through "in service training".

The School Committee can carry out its role and function as a supporter in the implementation of the learning process that is in line with the conditions and environmental problems of each school. The school committee can carry out its function as a school partner in providing educational resources in order to carry out education management that can create facilities for teachers and students to learn so that learning becomes more effective.

The synergy between the school committee and the school creates a shared responsibility between the school and the community as partners in building education. From here the community will be able to channel various ideas and participation in advancing education in their area. The school must be able to convince parents, local government, business, and society in general that the school can be trusted. Thus, schools at the technical level need to develop the ability to analyze school fees which are significantly correlated with the quality of education they receive.

Empowerment of School Committees can be realized, among others, through their involvement in the preparation of school plans and programs, RAPBS, implementation of education programs and implementation of educational accountability.

One of the tasks and functions of the committee is as a body of consideration and support in the preparation and determination of the RAPBS as well as providing financial support, especially in extracting funds from students' guardians or the community.

Thus, it can be concluded, the School Committee is an independent body that accommodates community participation in order to improve the quality, equity, and efficiency of education management in education units, both in preschool education, school education pathways, and outside school.

During the pandemic that hit the world, we will see how an institution can survive and thrive. Institutions carry out Covid-19 prevention measures during the crisis through three types of actions or policies, namely:

**a. Health Talk**

In increasing awareness of the spread of the Corona virus, the Institute invited representatives of the UI medical faculty to provide prevention education. The speakers who were presented were dr. Radiana Dewayani Riyanto, PhD as IMARY stem cell and tissue engineering researcher and biomedical master of FK UI. The leadership of the institution wants to provide an explanation to teachers and employees about the Covid-19 Crisis situation in Indonesia. This is a form of rapid response from PPIA Baitul Maal to the vigilance of developing issues related to the Corona virus. The Health Talk is carried out as an effort so that teachers and employees understand and are educated on the prevention of the Corona virus. dr. Radiana explained, "This Corona virus emerged late last year in a market in Wuhan - China and it is suspected that the Corona virus that was transmitted to humans came from snakes to bats. Symptoms include flu, fever, cough, shortness of breath and difficulty breathing. The way it spreads can be through sneezing and coughing at a distance of 6 feet, contact with touching surfaces such as the eyes, nose and mouth. So that students and students are not afraid and not worried,

**b. Learning from Home Policy (Learn from Home)**

Efforts to spread the Covid-19 pandemic for students are also carried out through a study from home policy issued by the institution. Schools are given the freedom to manage teaching and learning activities through online means. The teachers provide more meaningful lessons so that students feel comfortable and productive in honing their soft skills. The school also took the initiative to make posters suggesting studying from home to provide understanding to students and parents, especially for elementary-level students. It is intended that students continue to carry out the teaching and learning process even though they are not in school.

**c. Student agenda at SMPIP Baitul Maal**

Since the implementation of online distance learning (online learning) due to the Covid-19 outbreak, students of the Plua Baitul Maal Islamic School have carried out learning activities at home. For elementary and junior high school levels, online learning is done through video conferencing and e-learning. Despite the distance, iPad learning still brings teachers and students together virtually. In accordance with the Minister of Education and Culture's appeal, teachers provide more meaningful lessons so that students feel comfortable and productive in honing soft skills.

SD Islam Plus and SMP Islam Plus Baitul Maal also hold various events and even competitions. Even though all of them are online, students are asked to participate in all of these events. Besides being able to increase students' creativity with up-to-date media, this competition is also a form of real concern for the participants to increase awareness of the dangers of Covid-19 and its prevention efforts. Learn from home provides a space for students to be creative and provide solutions so that students' enthusiasm for work is increasingly lit. It is hoped that the works that have been uploaded on PPIA Baitul Maal's Youtube and Instagram will be useful for the community.

In a time when schools are held accountable to the highest levels of standards, strong leadership is critical to school success. The successful schools highlighted in the research consistently demonstrate strong aspects of effective school leadership. In these schools, their success begins with principals establishing a collaborative approach to leadership. As principals, you don't need to have all the answers, you just need to know the right questions to ask, and you need to foster an environment to empower a sense of shared ownership in problems, and a sense of shared ownership of solutions.

High response to environmental changes causes schools to adapt and accelerate. On the other hand, low response to phenomena outside educational institutions causes a slowdown. Leaders always play a key role in every organizational event. Leaders are required to have a high sensitivity to the problems faced by the institution. The Covid-19 pandemic has created several opportunities for positive change.

## VI. CONCLUSION

Managing Islamic Education Institutions in this era of disruption requires skills and in-depth knowledge of technology. When an Islamic institution is able to adapt to the demands of the times, the problems faced are especially the conditions where the COVID-19 pandemic turns out to require many changes and adjustments in the management of educational institutions.

The main challenge is how to manage finances following technological changes. The ability of the Institution to regulate and determine the priority scale and allocate funds will determine the health and stability of the Institution's finances. Likewise, to determine the scale of expenditure priorities, it must be agreed from the start so that all elements of the fund users will jointly maintain financial stability which will result in the teacher's security to work and work.



The next challenge is managing human resources and curriculum so that they can answer the challenges and needs of parents, teachers, and students. The curriculum is made to adapt and follow the demands of distance learning that are different from the learning in schools that have been carried out so far. Various innovations even the Institution has the ability to determine and reduce the demands of the curriculum which has been high so far. For this reason, the training and development of teacher capabilities continues to be honed and the mastery of teacher technology is increasing in accordance with the demands and needs in the field.

Last but not least is how to continue to manage education that produces quality graduates by following the developments of today's world. There are many things that schools can't do like before the pandemic, but that doesn't mean the quality of education will go down, it is necessary to work together with various agencies, institutions, organizations, (24) and even the community to find the right formula for the world of education. With the quality of mastery of high technology and still has a strong character.

## REFERENCES

- [1] Bush, Tony dan Marianne Coleman, *Leadership and Strategic Management in Education*, T.t, t.pn, t.th
- [2] Buana, Dana Riksa, "Analisis Perilaku Masyarakat Indonesia dalam Menghadapi Pandemi Virus Corona (Covid-19) dan Kiat Menjaga Kesejahteraan Jiwa," (Salam: Jurnal Sosial dan Budaya Syar-i, Volume 7, No. 3, 2020.)
- [3] Boudreaux, Brian, "Exploring a multi-stage model of Crisis-Management utilities, hurricanes and contingency," no. 2009 (2005)
- [4] Chaudhari, Chetan, Dr Vidya Nakhate, dan Ms Revati Ramrao Rautrao, "Role of HR Trends in Corona-Crisis Management and Organizational Sustainability Readiness," *International Journal of Advanced Science and Technology* 29 (6s),
- [5] Daradjat, Zakiah "Pengajaran Agama Islam", Jakarta: Bumi Aksara, 2008,
- [6] Fitriatun Nazila, Fitriatun, *Strategi implementasi kurikulum 2013 di era disrupsi*, (FONDATIA: Jurnal Pendidikan Dasar Volume 3, Nomor 1, Maret 2019; p-ISSN 2656-5390; e-ISSN 2579-6194; 1-10)
- [7] Gorton, Richard A. & Schneider, Gail T. 1991. *School-Based Leadership: Challenges and Opportunities*. Dubuque, IA: Wm. C. Brown Publishers
- [8] Idris, Muh, Pascasarjana Nasruddin Yusuf Pascasarjana IAIN Manado Jl. DR. SH. Sarundajang, The Role of Islamic education Management in Realizing Quality Education Management in Realizing Quality Educational Institutions, *Journal Of Islamic Education Policy*, Home > Vol 5, No 1 (2020) > Idris
- [9] Jonsson, B., Waling, M., Olafsdottir, A. S., Lagström, H., Wergedahl, H., Olsson, C., Hörnell, (2017). *The effect of schooling on basic cognition in selected nordic countries*. (*Europe's Journal of Psychology*) 13(4), 645–666. <https://doi.org/10.5964/ejop.v13i4.1339>
- [10] Kasali, Renald "Disruption," Jakarta: Gramedia Pustaka Utama, 2017
- [11] Kamus besar bahasa Indonesia. 2016, departemen pendidikan dan kebudayaan, Balai Pustaka
- [12] Mahmud, Hilal, Syamsu Sanusi 2 Training, Managerial, Skill, and Principal, performance at Senoir High School In North Luwu Regency, Al-Tanzim: *Jurnal Manajemen Pendidikan Islam* Vol. 05 No. 02 (2021) : 27-39
- [13] Meizarra, Eva Puspita Dewi Resekiani Mas Bakar, Benny Enrico Leonard Panggabean, 'Tantangan Pendidikan Di Era Disruptif: Ujian Online Berbasis Smartphone Dengan Pengembangan Aplikasi SIA', (*Jurnal Psikologi*, 4.1 (2018)
- [14] Moleong, Lexy, *Metodologi Penelitian Kualitatif*, Bandung: PT Remaja Rosdakarya, 2006
- [15] Nawawi, Hadari "Administrasi Pendidikan", Surabaya: CV. Haji Mas Agung, H. 78, 1997
- [16] Qomar, M., "Epistemologi Pendidikan Islam dari Metode Rasional hingga Metode Kritik". Jakarta: Penerbit Erlangga 2006
- [17] Purwanto. Agus, Dkk. Studi Eksploratif Dampak Pandemi Covid-19 Terhadap Proses Pembelajaran Online di Sekolah Dasar, (*Jurnal Manajemen*., Vol. 16. No. 1. 2020)
- [18] Prihatmoko, Sigit, Memperkuat Eksistensi Pendidikan Islam Di Era 4.0, (*Jurnal Ta'lim*, 1.2 2018)
- [19] Panduan penyelenggaraan pembelajaran pada tahun ajaran 2020/2021 dan tahun akademik 2020/ (COVID 2021 DI MASA PANDEMI CORONAVIRUS DISEASE 2019 -19), Keputusan Bersama 4 Menteri; Menteri Pendidikan dan Kebudayaan, Menteri Agama, Menteri Kesehatan, dan Menteri Dalam Negeri
- [20] Ramayulis, "Ilmu Pendidikan Islam" Kalam Mulia, Jakarta, H. 362, 2008
- [21] S. Margano, "Metodologi Penelitian Tindakan", Jakarta: Rineka Cipta, 2010
- [22] Suradji., M. Pengembangan Teknologi Informasi dan Komunikasi di Bidang Kesiswaan, Kepegawaian dan Keuangan di SMA Muhammadiyah (Gresik. *Jurnal Studi Pendidikan Islam*, 1(2). 2018)
- [23] Wellness and healthy magazine, volume 2, nomor 1 tahun 2020, h. 187-192