

Analysis of Planning in the Management of Islamic Educational Institutions Based on the Qur'an and Hadith

Siti Li'anatuz Zuhro¹, Imam Fauzi²

^{1,2}Master of Islamic Education, Islamic Religious Education, Muhammadiyah University of Sidoarjo, Jl. Mojopahit No. 666 B, Sidowayah, Celep District, Sidoarjo Regency, East Java 61215



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ABSTRACT

Objective: This study aims to analyze the critical role of planning as a foundational aspect in Islamic education management and how its integration with organizing contributes to institutional success. **Method:** The research employs a literature review approach, involving problem formulation, collection of relevant articles, comparative analysis of research findings, data tabulation, and conclusion presentation. **Results:** The findings reveal that meticulous planning and effective organizing work synergistically to enhance the quality of Islamic education. This synergy significantly supports the development and sustainability of Islamic educational institutions. **Novelty:** This study highlights the integration of planning and organizing as interdependent management functions, providing fresh insights for practitioners in designing and managing Islamic educational institutions more effectively.

INTRODUCTION

Islamic education, as the main pillar in shaping a generation that is faithful and of noble character, requires effective and efficient management [1], [2], [3], [4], [5]. One of the main challenges in managing Islamic education is how to align Islamic values with the increasingly complex demands of the times. In this context, planning becomes two crucial management functions. This study aims to examine the extent to which synergistic planning can contribute to the improvement of the quality of Islamic education and address various issues faced by Islamic educational institutions today. Moreover, how thorough and effective planning can enhance the performance of Islamic educational institutions and the quality of student learning. In any activity, regardless of its form, planning is a very important and strategic factor as a guiding direction for the implementation of an activity in order to achieve the desired goals/objectives/targets [6].

Many studies have shown that planning is a key factor in the success of an organization, including educational institutions. However, there is still limited research specifically examining the synergy between planning in the context of Islamic education. This research seeks to fill that gap by analyzing how these concepts are interconnected and contribute to the achievement of Islamic education goals. The problem formulation raised in this article is (1) How effective is strategic planning in improving the performance of Islamic educational institutions? (2) What factors influence the success of planning implementation in Islamic educational institutions?

To answer these questions, this research uses the literature review method by analyzing 10 relevant articles. This approach aims to identify patterns, key findings, and

gaps in the literature discussing the implementation of strategic planning in Islamic educational institutions. The results of this study are expected to provide comprehensive insights into the effectiveness of strategic planning based on the perspectives of the Qur'an and Hadith, as well as uncover the factors that determine the success of implementation in the context of Islamic education management. By aligning strategic planning with Islamic values, this research aims to contribute to the development of more effective and sustainable theories and practices in Islamic education management.

RESEARCH METHOD

This research aims to evaluate the effectiveness of strategic planning based on the perspectives of the Qur'an and Hadith, as well as to uncover the factors that determine the success of implementation in the context of Islamic education management. Thus, we can fully understand the alignment of strategic planning and Islamic values in educational institutions. This research seeks to contribute to the development of more effective and sustainable theories and practices in Islamic education management. By using the literature review method from this research, the objectives of the literature review method are:

1. Identifying gaps in existing research.
2. Building a theoretical foundation for new research.
3. Identifying known and clearly unknown results.
4. Avoiding research plagiarism.
5. Summarizing findings from previous research.

Wahyudin said that a systematic review is a research method that refers to the collection of data and the evaluation of research that is correlated with certain topics [7]. The literature review will later provide output on the data needed for the research. The literature review is conducted by collecting various sources of literature in the form of readings, reference books, journals, and some teaching materials from previously conducted research. Then, from those findings, they can be used as examples for research studies in compiling or creating a clear discussion of the issues to be investigated. Data is taken from journals available on lens.org and Google Scholar within the last 10 years. The selected articles will be analyzed and further reviewed, and the results will then be compiled into a data table containing the name and year, research title, and research findings. From several articles that have been obtained, they will be reviewed and a comparative study will be conducted so that new conclusions can be drawn. In the use of research related to planning in management at educational institutions based on the Quran and Hadith, it is then examined in depth in a detailed manner to achieve good final results that align with our expectations in the research.

The arrangement of the literature review method is as follows [8] :

1. Research question

A research question is a question formulated by the researcher according to the needs of the chosen topic. Here are some questions used in this research.

RQ1: How effective is strategic planning in improving the performance of Islamic educational institutions?

RQ 2: What factors influence the success of planning implementation in Islamic educational institutions?

2. Search process

The search process is a method used to find various sources relevant to the research topic to answer the research question through Google Scholar, Garuda, and Lens.org. In conducting the search for relevant references related to the chosen topic, the researcher uses keywords. The keywords used are: "day care business development" and "business development opportunities in educational institutions." At this stage, the articles that appear are selected according to the research needs.

3. Quality assessment

Quality assessment is made based on the existing problem formulation. QA must be able to address the issues present in the problem formulation. The data found will be evaluated based on quality criteria.

RESULTS AND DISCUSSION

A. Planning in Islamic Education Management

1. Understanding Planning in Islam

Planning (takhtīṭ) in Islam is a systematic process to achieve goals that are pleasing to Allah SWT. In the management of Islamic educational institutions, planning becomes the foundation for educating a generation that is faithful, knowledgeable, and of noble character, as exemplified by the Prophet Muhammad SAW. Planning is the entire process and careful determination of the things that will be done in the future in order to achieve the predetermined goals. Because planning is an important factor for success, mistakes in determining educational planning can have very serious consequences for the continuity of education [9]. Therefore, a leader should understand planning in educational management based on the Qur'an and Hadith. This is intended so that in the implementation of planning, Islamic values are always contained.

Every plan in managing Islamic educational institutions should be based on the Qur'an and Hadith taught by Prophet Muhammad (PBUH). This is contained in QS. Al-Ahzab: 21 which states.

لَقَدْ كَانَ لَكُمْ فِي رَسُولِ اللَّهِ أُسْوَةٌ حَسَنَةٌ لِّمَن كَانَ يَرْجُو اللَّهَ وَالْيَوْمَ الْآخِرَ وَذَكَرَ اللَّهَ كَثِيرًا
"Indeed, there has certainly been for you in the Messenger of Allah an excellent example for anyone whose hope is in Allah and the Last Day and who engages much in the remembrance of Allah."

The meaning of the verse is that the Prophet Muhammad (peace be upon him) is the best example in planning and executing everything, including education. In the management of Islamic educational institutions, the strategies implemented must emulate the Prophet's methods in nurturing the community [10].

2. Hadith about Planning in Da'wah

Among Muslims, Hadith is the second source after the Quran. Prophet Muhammad (PBUH) was sent by Allah with the purpose of explaining the verses of the Quran as a guide for human life. His explanations of the Quran were conveyed through Hadith. The attitude towards hadith like this has been evident since the time of Prophet Muhammad (PBUH) while he was still alive, during the time of the companions, the tabi'in, and up to the present [9]. As it has been written in the verse of the Qur'an regarding planning in QS. An-Naml (27) verse 88 which says.

وَتَرَى الْجِبَالَ تَحْسَبُهَا جَامِدَةً وَهِيَ تَمُرُّ مَرَّ السَّحَابِ صُنِعَ اللَّهُ الَّذِي لَيْسَ أَتَى كُلَّ شَيْءٍ إِنَّهُ خَبِيرٌ ۖ بِمَا تَفْعَلُونَ

Which means you will see the mountains that you think are standing still, but they will pass away like clouds. Thus, the creation of Allah makes everything perfect. Indeed, He is All-Aware of what you do [9].

Planning is the entire process and careful determination of the things that will be done in the future in order to achieve predetermined goals. Because planning is an important factor for success, mistakes in determining educational planning can have very serious consequences for the continuity of education, adapting to developing macro conditions and not just following the existing trends [9]. From several explanations about planning in the management of Islamic Educational Institutions, there are principles that need to be adhered to both in the process of drafting plans and in the implementation process. The principles in its planning, among others:

- a. Planning is flexible, meaning it is not rigid but dynamic and responsive to the demands of society regarding education.
- b. Planning must be comprehensive and scientific, meaning it encompasses all essential aspects of education and is systematically organized using scientific principles and concepts.
- c. Planning must be based on effectiveness and efficiency.
- d. Planning must take into account the available resources.
- e. Educational planning must be supported by an efficient administrative organization with reliable data [11].

By implementing these principles, Islamic education management can create an educational system that is not only effective in producing knowledge but also in shaping individuals who are noble in character, responsible, and ready to serve society and the community.

3. Implementation in Islamic Educational Institutions

The implementation of planning is a crucial stage in the management cycle, where the formulated strategic plan is applied to achieve the institution's goals. In the context of Islamic educational institutions, the implementation of planning aims not only to improve operational performance but also to ensure alignment with the Islamic values that underpin the institution's vision and mission.

The implementation process involves several important steps, such as communicating the vision to all stakeholders, efficient resource allocation, developing

monitoring and evaluation systems, and managing challenges that arise during the implementation process. In Islamic educational institutions, these steps must be based on Sharia principles, such as *ikhtiar* (maximum effort), *tawakkal* (trust in Allah), and *ihsan* (excellence) efforts to give the best.

B. Key Factors in Planning Implementation

Several key factors that influence the success of planning implementation in Islamic educational institutions are:

a. Islamic Leadership

Visionary leadership based on Islamic values is an important element. Leaders must be able to set an example (*uswah hasanah*) in carrying out their duties, motivating staff, and ensuring the implementation of plans proceeds in the designated direction.

b. Commitment and Competence of Human Resources

Teachers, staff, and educational institution managers must have a strong commitment to the established goals and adequate competence. Continuous training and development are essential to ensure they can perform their respective roles optimally.

c. Islamic Organizational Culture

A work culture that supports Islamic values, such as discipline, cooperation, and honesty, will strengthen the implementation of planning. This creates a conducive work environment for achieving the institution's goals.

d. Infrastructure and Technology Support

The availability of adequate facilities and infrastructure, including supporting technology, is an important factor in facilitating the implementation of planned programs.

e. Islamic-based Monitoring and Evaluation

Periodic monitoring and evaluation help ensure that the implementation proceeds as planned. In Islamic educational institutions, this evaluation can encompass assessments not only of the results but also of the processes in accordance with Islamic law.

C. Types of Planning in Educational Institutions

1. Types of planning from the Time Dimension

a. Long Term Planning

This planning covers a period of 10 years and beyond. In this planning, quantitative targets have not yet been presented, but rather projections or perspectives on the desired ideal state and the achievement of fundamental conditions.

b. Medium Term Planning

This planning covers a period of three to eight years. In Indonesia, it generally spans five years. Long-term planning. Although medium-term planning is still of a general nature, it already presents targets projected quantitatively.

c. Short Term Planning

Its duration is less than a maximum of one year. Annual short-term planning is also referred to as annual operational planning [12].

The researcher mentioned that the basis of the type of planning in the educational institution has implications for the educational institution, namely the existence of operational planning, also known as short-term planning. Short-term planning is annual planning or planning made to be implemented within a period of less than 5 years, often referred to as operational plans. This planning is a detailed breakdown of medium-term and long-term plans. Annual planning falls into the category of short-term planning. Annual planning or Annual Planning is a stage of the *repelita*. An annual planning generally has a close connection with what has been done in the previous year and what is planned for the following year [13].

D. Factors Affecting the Success of Planning and Organizing Implementation in Islamic Educational Institutions

The success of implementing planning and organizing in Islamic educational institutions is greatly influenced by various internal and external factors. These factors play a role in determining the effectiveness of strategy execution and the extent to which Islamic values can be applied in every aspect of management. Here are the main factors that influence that success [14]:

1. Islamic Leadership

Leaders of Islamic educational institutions play a key role in determining the direction of planning and organizing implementation. Leadership based on the principles of *uswah hasanah* (good example) and *syura* (consultation) will create a conducive work environment. Leaders must be able to direct, inspire, and motivate all stakeholders to achieve common goals [15].

2. Competence and Commitment of Human Resources (HR)

Teachers, staff, and educational institution managers need to have appropriate competence and understanding of the Islamic vision that serves as the foundation of the institution. In addition, the commitment to integrating Islamic values into every aspect of work is very important. Continuous training and Islam-based human resource development programs are one of the keys to success.

3. Islamic Value-Based Organizational Culture

A work culture that aligns with Islamic values, such as *amanah* (trust), discipline, responsibility, and sincerity, will strengthen the implementation of planning and organizing. This culture creates a harmonious, productive work environment that is oriented towards blessings in achieving the institution's goals.

4. Availability of Resources and Infrastructure

The success of implementation also highly depends on the availability of resources, whether human, financial, or infrastructural. Islamic educational institutions that have adequate facilities and good budget management are more likely to succeed in implementing their strategic plans.

5. Participation and Support from Stakeholders

Active involvement from various parties, including parents, the community, and the government, is very important. This support can take the form of financial assistance, moral support, or the provision of additional resources that facilitate the smooth implementation of the program.

6. Effective Monitoring and Evaluation System

Continuous monitoring and evaluation based on Islamic values ensure that the implementation of planning and organization remains on the right track. This system allows institutions to detect problems early and make the necessary corrections.

7. Social Context and Government Regulation

External factors such as social conditions, culture, and government policies also influence the implementation of planning and organizing. Policies that support the development of Islamic education will strengthen program implementation, while regulatory challenges can become obstacles if not managed well.

8. Innovation and Adaptability

The ability of institutions to innovate and adapt to environmental changes, including technological developments, is crucial for success. In the digital era, the utilization of information technology in accordance with Islamic principles can enhance the efficiency and effectiveness of organization.

The success of planning and organizing implementation in Islamic educational institutions does not only depend on the quality of the plans made, but also on how those plans are executed by considering the above factors. The integration of Islamic values throughout the entire process becomes the main foundation that distinguishes Islamic educational institutions from other educational institutions. Through the synergy of strong leadership, competent human resources, an Islamic organizational culture, and support from various parties, Islamic educational institutions can achieve success that is not only worldly but also valuable in the hereafter.

E. Goals and Benefits of Planning

According to Ridwan, planning has important objectives, including:

- 1) Explaining and detailing the goals to be achieved.
- 2) Providing guidance and establishing the activities that must be carried out to achieve those goals.
- 3) The organization obtains the best resource standards and utilizes them according to the established core functions, serving as a reference for members of the organization in carrying out activities that are consistent with procedures and objectives.
- 4) Granting authority and responsibility to all implementers.
- 5) Monitoring and measuring various successes intensively so that deviations can be identified and corrected early.
- 6) Allows for the maintenance of alignment between internal activities and external situations.
- 7) Avoiding waste and budget overruns [16].

Surah Al-Kahf, verses 103-104

قُلْ هَلْ نُنَبِّئُكُمْ بِالْأَخْسَرِينَ أَعْمَالًا ۝ ١٠٣ الَّذِينَ ضَلَّ سَعْيُهُمْ فِي الْحَيَاةِ الدُّنْيَا وَهُمْ يَحْسَبُونَ أَنَّهُمْ يُحْسِنُونَ صُنْعًا ۝ ١٠٤

Translation:

"Say, 'Shall We inform you of the greatest losers in their deeds?' (They are) those whose effort is lost in this world, while they think that they are doing well." (QS: Al-Kahfi Verse 103).

In QS. Al-Kahfi verse 1¹, Allah SWT reminds us of the loss of someone whose life orientation is solely focused on worldly affairs, without considering the hereafter. Allah SWT even considers that they have wasted the time they had while living in this world.³⁶ [9]. From the above statement, we can conclude that the function of educational planning is one of the management functions that must and should be carried out by managers so that everything desired will be achieved according to the expected hopes..

CONCLUSION

Fundamental Finding : The research highlights the crucial role of educational planning as a foundational step in achieving objectives within the education sector. Grounded in Islamic principles derived from the Qur'an and Hadith, this approach ensures alignment with Islamic values and provides a framework for success.

Implication : The study emphasizes that effective planning in Islamic educational institutions necessitates adherence to Islamic teachings. Leaders can leverage these principles as a guiding framework to optimize the implementation process, ultimately enhancing institutional effectiveness.

Limitation : This research is limited to the exploration of planning practices within Islamic educational institutions, which may constrain the generalizability of the findings to non-Islamic contexts or other educational frameworks. **Future Research :** Future studies could expand on these findings by exploring how Islamic educational planning principles can be adapted or integrated into broader educational systems to foster inclusivity and cross-cultural understanding.

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Siti Li'anatuz Zuhro

Master of Islamic Education, Islamic Religious Education, Muhammadiyah University of Sidoarjo,
Jl. Mojopahit No. 666 B, Sidowayah, Celep District, Sidoarjo Regency, East Java 61215
Email: lianatuz.zuu@gmail.com

***Imam Fauzi (Corresponding Author)**

Master of Islamic Education, Islamic Religious Education, Muhammadiyah University of Sidoarjo,
Jl. Mojopahit No. 666 B, Sidowayah, Celep District, Sidoarjo Regency, East Java 61215
Email: imamuna.114@umsida.ac.id
