KEMENTERIAN AGAMA REPUBLIK INDONESIA
UNIVERSITAS ISLAM NEGERI ANTASARI BANJARMASIN
Jalan A. Yani Km. 4.5 Banjarmasin 70235
Telepon (0511) 3257627 Faksimili (0511) 3254344
e-mail: info@uin-antasari.ac.idwebsite: www.uin.antasari.ac.id

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UNIVERSITAS ISLAM NEGERI ANTASARI BANJARMASIN
Jalan A. Yani Km. 4.5 Banjarmasin 70235
Telepon (0511) 3257627 Faksimili (0511) 3254344
e-mail: info@uin-antasari.ac.idwebsite: www.uin.antasari.ac.id

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30 Jurnal Nasional Sinta 2 (Tafkir) - The Conceptof Islamic Education Management from the Perspective of the Qur'an and Al-Hadith.pdf

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Submission date: 04-Apr-2023 10:19AM (UTC+0700)

Submission ID: 2055265133

File name: 30 Jurnal Nasional Sinta 2 (Tafkir) - The Conceptof Islamic Education Management from the Perspective of the Qur'an and Al-Hadith.pdf (212.8K)

Word count: 5401

Character count: 30498

Tafkir: Interdisciplinary Journal of Islamic Education
Vol 3, No.2, July 2022, DOI: https://doi.org/10.31538/tijie.v3i2.124
E-ISSN 2527-8177 pp. 148-162

The Concept of Islamic Education Management from the Perspective of the Qur'an and Al-Hadith

Received: 02-01-2022 Revised: 10-04-2022 Accepted: 23-07-2022

Riinawati
Universitas Islam Negeri Antasari Banjarmasin, Indonesia
Email: riinawati@uin-antasari.ac.id

Keywords:
Concept;
Management;
Islamic Education;
Ak-Qur`an
Al-Hadith

Abstract

This article aims to determine the concepts of Islamic education management concepts of the Al-Quran and Al-Hadis perspectives. The research method for this scientific article is to use the library research method. The results of this study are that Islamic education management is an activity to mobilize and integrate all Islamic education resources in order to achieve the goals of Islamic education that have been set previously. The resources that are mobilized and combined to achieve these educational goals of the course include the so-called 3 M (human, money, and material), and all of them are not only limited to schools/madrasahs or leaders of Islamic universities. The conclusion of this research is in Islamic Education Management, but planning is also the main key to determining the next activity. Without careful planning, other activities will not run well and can even fail. Therefore, plan as carefully as possible in order to achieve satisfactory success.

Kata Kunci:
Konsep;
Manajemen;
Pendidikan Islam;
Al-Quran
Hadist

Abstrak

Artikel ini bertujuan untuk mengetahui konsep manajemen pendidikan Islam konsep perspektif Al-Quran dan Al-Hadis. Metode penelitian untuk artikel ilmiah ini adalah dengan menggunakan metode penelitian kepustakaan dengan analisis deskriptif. Hasil dari penelitian ini adalah manajemen pendidikan Islam adalah suatu kegiatan menggerakan dan mengintegrasikan seluruh sumber daya pendidikan Islam dalam rangka mencapai tujuan pendidikan Islam yang telah ditetapkan sebelumnya. Sumber daya yang dikerahkan dan dipadukan untuk mencapai tujuan pendidikan tersebut tentunya meliputi apa yang disebut dengan manusia, uang, dan materi, dan semuanya itu tidak hanya terbatas pada sekolah/madrasah atau pimpinan perguruan tinggi Islam. Perencanaan juga merupakan kunci utama untuk menentukan kegiatan selanjutnya. Tanpa perencanaan yang matang, kegiatan lain tidak akan berjalan dengan baik bahkan bisa gagal. Oleh karena itu, buatlah rencana secermat mungkin agar bisa mencapai kesuksesan yang memuaskan.

INTRODUCTION

In the context of Islamic educational institutions, human resources are educational staff or personnel consisting of school principals, educators, and administrative employees to messengers.[1] All educational personnel must be managed professionally in accordance with their respective fields and expertise. Management is one of the fields of science that has developed and is applied in various organizational settings, both government, corporate, social, and educational.[2]

With the application of management science, organizations and institutions can achieve their goals effectively and efficiently and produce high productivity. Although the science of management originates from the West and has spread throughout the world, in fact, through the Qur'an and Al-Hadith, Islam has laid the foundations of management, from personal and social life to managing life more broadly.[3] However, because Muslims no longer want to explore the content of the Qur'an as in the classical Islamic era, at this time science, civilization, including management experts are mostly born from the Western world.[4]

Humans as the most important component of organizational resources receive great attention in the Qur'an, either as individual, social, or human beings as the totality of God's creatures consisting of physical and spiritual elements. In the letter Al-'Asr it is emphasized that humans who do not use their time well, they will lose in their lives [5]. That is the view of Islamic teachings, everything must be done correctly, orderly, orderly, and disciplined time, and the processes must be followed properly. Methods like this in modern science are called management.[6]

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[1] Zaini Ahmad Afan, 'Urgensi Manajemen Pendidikan Islam', *Ummul Quro* 5, no. Jurnal Ummul Qura Vol V, No 1, Maret 2015 (2015): 24–37.

[2] Muhammad Roihan Alhaddad, 'Manajemen Lembaga Pendidikan Islam Dan Politik', *Raudhah Proud To Be Professionals : Jurnal Tarbiyah Islamiyah* 4, no. 2 (2019): 55–68, https://doi.org/10.48094/raudhah.v4i2.48.

[3] Aisyah Tidjani, 'Manajemen Lembaga Pendidikan Islam Menghadapi Tantangan Globalisasi', *Jurnal Reflektika* 13, no. 1 (2017): 96–126.

[4] Idris Usman, 'Pesantren Sebagai Lembaga Pendidikan Islam', *Al Hikmah* XIV, no. 1 (2013): 101–19.

[5] Didin Sirojudin and Hilyah Ashoumi, 'Aksiologi Ilmu Pengetahuan Manajemen Pendidikan Islam', *Al-Idaroh: Jurnal Studi Manajemen Pendidikan Islam* 4, no. 2 (2020): 182–95, https://doi.org/10.54437/alidaroh.v4i2.168.

[6] Sri Sudiarti, Kasful US Anwar, and Ahmad Syukuri Shaleh, 'Sistem Manajemen Lembaga Pendidikan Islam', *TADBIR : Jurnal Manajemen Pendidikan Islam* 8, no. 1 (2020): 1–13.

The management applied by the Prophet Muhammad SAW was not as sophisticated as modern management, but history has proven that the management he applied was very effective. M. Ahmad Abdul Jawwad, suggests that there are six secrets of the superiority of the Prophet's management, namely: 1) the ability to motivate a team, 2) simple in motivating, 3) communication skills, 4) the ability to delegate and divide tasks, 5) be effective in leading meetings, and 6) the ability to control and evaluate.[7]

Scientifically, the development of new management emerged in the second half of the 19th century, namely at the beginning of the formation of industrial countries. However, the practice of management itself has been applied since the emergence of human civilization.[8] Meanwhile in Islam, as stated by Abu Sinin, the crystallization of management thought in Islam emerged after Allah revealed His message to Muhammad, the Prophet and Apostle of the end of time. Management thinking in Islam comes from the texts of the Qur'an and the instructions of the Sunnah.

METHOD

The research method for this scientific article is to use the literature study method or Library Research. Or literature review, namely reviewing literature books in accordance with theories, which will be discussed on the theme of the article.[9] In addition, to analyze reputable scientific journals as well as scientific journals both from within the country and abroad. All cited journals are sourced from sources, journal books, and libraries, and through the Mendeley application and Google Scholar.[10]

Furthermore, it is discussed in depth in the section entitled "Related Literature" or Literature Review ("Review of Literature"), as the basis for formulating hypotheses and will then become the basis for making comparisons with the results or findings revealed in research.[11] Apart from being bibliographic, this research is also qualitative.

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[7] Nurul Yaqin, 'Manajemen Lembaga Pendidikan Islam', *Madinah: Jurnal Studi Islam* 3, no. 2 (2016): 93-105-93–105.

[8] Cepi Safruddin Abdul Jabar, *Konsep Dasar Manajemen Pendidikan*, *Modul Manajemen Pendidikan*, 2018.

[9] FAJRI DWIYAMA, 'Unsur Manajemen Dalam Pengelolaan Lembaga Pendidikan Islam Di Indonesia', *Adaara: Jurnal Manajemen Pendidikan Islam* 6, no. 1 (2018): 675–95, https://doi.org/10.35673/ajmpi.v7i1.312.

[10] Muhammad Arsyam, 'MANAJEMEN PENDIDIKAN ISLAM (Bahan Ajar Mahasiswa) Disusun Oleh KOTA MAKASSAR', 2020, 2.

[11] Armawati Armawati and Kemas Imron Rosadi, 'Faktor Yang Mempengaruhi Manajemen Lembaga Pendidikan Islam: Sistem Pendanaan', *Jurnal Ilmu Manajemen Terapan* 2, no. 3 (2021): 410–17, https://doi.org/10.31933/jimt.v2i3.432.

Because what is produced is descriptive-analytical. That is, explaining the problem as it is based on authoritative reference sources in the field of education, according to the theory being studied.[12]

RESULT AND DISCUSSION

In terms of language, management comes from English which is a direct translation of the word management which means management, management, or leadership.[13] Meanwhile, in the English-Indonesian dictionary by John M. Echols and Hasan Shadily, management comes from the root word to manage which means to manage, regulate, implement, manage, and treat. Management according to Hadari Nawawi is an activity carried out by managers in managing organizations, institutions, and companies. Ramayulis stated that the same understanding of the nature of management is *al-tadbir* (regulation). This word is a derivation of the word *dabbara* (to regulate) which is widely found in the Qur'an.[14]

While Islamic education is a process of transinternalizing Islamic values to students as a provision to achieve happiness and prosperity in the world and the hereafter. Thus, what is called Islamic education management is the process of utilizing all available resources (Muslims, educational institutions, or others) both hardware and software. Utilization is carried out through collaboration with other people effectively, efficiently, and productively to achieve happiness and prosperity both in this world and in the hereafter.[15] The concept of Islamic education management perspective (view) of the Qur'an is as follows.[16]

Flexible

The flexibility in question is not rigid (flexible). In the opinion of Imam Suprayogo based on his observations, although it is still limited in nature, it shows that

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[12] M Ihsan Dacholfany, 'Inisiasi Strategi Manajemen Lembaga Pendidikan Islam Dalam Meningkatkan Mutu Sumber Daya Manusia Islami Di Indonesia Dalam Menghadapi Era Globalisasi', *At-Tajdid : Jurnal Pendidikan Dan Pemikiran Islam* 1, no. 01 (2017): 1–13, https://doi.org/10.24127/att.v1i01.330.

[13] Nurochim Nurochim and Siti Ngaisah, 'Analisis Isi Sikap Sosial Dalam Buku Ajar Pendidikan Agama Islam Dan Budi Pekerti', *Al Hikmah: Journal of Education* 2, no. 1 (2021): 37–52, https://doi.org/10.54168/ahje.v2i1.29.

[14] Anwar Darwis and Hilal Mahmud, 'Sistem Informasi Manajemen Pada Lembaga Pendidikan Islam', *Kelola: Journal of Islamic Education Management* 2, no. 1 (2017): 64–77, https://doi.org/10.24256/kelola.v2i1.444.

[15] Maimunah Maimunah and Kemas Imron Rosadi, 'Lembaga Pendidikan Islam Dalam Kebijakan Politik' 2, no. 1 (2021): 249–65.

[16] A Supriatna et al., 'Model Pengembangan Manajemen Lembaga Pendidikan Berbasis Entrepreneurship Menurut Perspektif Islam', *… Ilmu Pendidikan* 3, no. 5 (2021): 2123–34.

schools or madrasas achieve superior achievements precisely because of the flexibility of their managers in carrying out their duties.

Furthermore, Imam Suprayogo gave an explanation if managers must dare to take policies or decide things that are different from the demands/formal instructions from above, therefore to revive the creativity of managers of educational institutions it is necessary to develop evaluations that are not solely process-oriented but can be understood on the product and the results to be achieved if this view is understood, then management, in this case, the performance of managers or educational leaders is not only measured by using existing programs that have been implemented but more than that is the extent to which the implementation produces the desired products by various parties.[17] The Qur'an instructions regarding this flexibility are stated in the letter al-Hajj verse 78, among others.

Effective and Efficient

According to Wayan Sidarta; "Effective work is work that gives results as originally planned, while efficient work is work that costs according to the original plan or lower, what is meant by costs are money, time, energy, people, materials, media, and facilities.[18]

The two words effective and efficient are always used together in management because effective management alone is very likely to be wasteful, while efficient management alone can result in not achieving the goals or plans that have been set. The verse of the Qur'an that can be used as a reference for these two things is Surah al-Kahf verses 103-104.

Overt

The open attitude here is not only open in providing correct information but also willing to give and receive suggestions/opinions from others, open opportunities for all parties, especially staff to develop themselves according to their abilities both in positions and other fields.[19] The Qur'an has provided a foundation for Muslims, to be honest, and fair which in our opinion is the key to openness because openness cannot

[17] Laila Fatma, 'Strategi Manajemen Kepala Sekolah Dalam Meningkatkan Prestasi Belajar Siswa Di Yayasan Perguruan SMP Al-Hidayah Medan Tembung', *Skripsi*, 2018, 102.

[18] Siamat, *Manajemen Lembaga*, 2003.

[19] Khojir, 'Pengembangan Lembaga Pendidikan Islam Di Indonesia: Analisis Kritis Peluang Dan Tantangan', *Dinamika Ilmu* 11, no. 2 (2011): 0–9.

be done if these two elements are not integrated. The verse of the Qur'an which instructs mankind to act honestly and fairly, both of which are the key to openness, is in Surah An-Nisa verse 58.

According to Jeane H. Ballantine in her book "sociology of educational" as follows: Principals have the power to influence school effectiveness through their leadership and interaction. In a successful school, principals met teachers regularly ask for suggestions, and give teachers information concerning effectiveness, principals rarely act alone.

From the above statement, it is clear that principals have the power to influence school effectiveness through their leadership and interactions. As well in schools that are successful in addition to holding regular meetings, principals also receive and ask for input from school staff and rarely do their work.

Cooperative and Participatory

To carry out their duties, Islamic education managers must be cooperative and participative. This is due to. There are several reasons why the management of Islamic education must be cooperative and participatory, this is because in this life we cannot escape from several limitations which, according to Chester I Bernard, include: Physical (natural) limitations, for example, to meet food needs he has to grow and this is often done by other people or with other people; Limitation of Psychology (psychiatry). Humans will appreciate and respect its; Sociological limitations. Humans will not be able to live without other people; Biological limitations. Humans are biologically including creatures including weak creatures so to strengthen and defend themselves humans must cooperate, give and receive each other, and unite and form bonds with humans.

The verses of the Qur'an that relate to cooperative and participatory activities include, among others, Surah al-Maidah verse 2: Help you in doing good and piety and do not help in acts of sin and enmity.

So that the goals of Islamic education can be achieved as expected, it is necessary to have reliable managers who can make good plans, organize, mobilize, and exercise control, and know the strengths, weaknesses, opportunities, and threats, then people

who are given the mandate to manage Islamic educational institutions should be by the Qur'an.

Islamic education management is an activity to mobilize and integrate all Islamic educational resources to achieve the goals of Islamic education that have been set previously. The resources that are mobilized and combined to achieve these educational goals of the course include the so-called 3 M (man, money, and material), and all of that is not only limited to those in schools/madrasas or leaders of Islamic universities.[20]

Explaining the management function of Islamic education cannot be separated from the management function in general, as stated by Henry Fayol, a French industrialist, he said that the management functions are to design, organize, govern, coordinate, and control. Fayol's idea then began to be used as a framework for management science textbooks in the mid-1950s and continues to this day.[21]

While Mahdi bin Ibrahim stated that the management function or leadership task in its implementation includes various things, namely: planning, organizing, directing, and supervising. To facilitate the discussion of the functions of Islamic education management, the functions of Islamic education management can be described by the opinion expressed by Robbin and Coulter whose opinion is in line with Mahdi bin Ibrahim, namely: Planning, organizing, directing/leading, and supervision.[22]

Planning

Planning is an initial process when you want to do work both in the form of thoughts and frameworks so that the goals to be achieved get optimal results. Likewise, in Islamic education planning must be the first step that is considered by managers and managers of Islamic education. Because planning is an important part of success, mistakes in determining Islamic education planning will have very fatal consequences for the sustainability of Islamic education. Allah gives direction to every believer to design a plan of what will be done in the future. Allah says: O you who

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[20] Masykur H Mansyur, 'Penguatan Manajemen Pendidikan Pada Lembaga Pendidikan Islam', *Jurnal Pendidikan Islam Rabbani* 2, no. 2 (2018): 354–67.

[21] Muhlil Musolin, 'Sadd Adz-Dzarâi': Konsep Dan Aplikasi Manajemen Pendidikan Islam', *MANAGERIA: Jurnal Manajemen Pendidikan Islam* 4, no. 1 (2019): 71–84, https://doi.org/10.14421/manageria.2019.41-05.

[22] Asep Muljawan, 'Model Dan Strategi Manajemen Lembaga Pendidikan Islam', *Jurnal Asy-Syukriyyah* 20, no. 2 (2019): 51–69, https://doi.org/10.36769/asy.v20i2.81.

believe, fear Allah and let each self-pay attention to what he has done for tomorrow (hereafter); and fear Allah, verily Allah is aware of what you do. (Q.S. Al Hasyr (59): 18).

From the description above, it can be understood that in Islamic Education Management planning is the main key to determining the next activity. Without careful planning, other activities will not run well and may even fail. Therefore, make planning as carefully as possible to meet satisfactory success.

Organizing

After planning by the above provisions, the next step is organizing. The teachings of Islam always encourage its adherents to do everything in a neatly organized manner, because it is possible that a truth that is not neatly organized can easily be destroyed by a well-organized falsehood.[23] According to Terry, organizing is a basic activity of management carried out to manage all the resources needed, including the human element, so that the work can be completed successfully.[24]

Organization in the view of Islam is not merely a container but rather emphasizes how a job is done neatly. The organization places more emphasis on setting up work mechanisms.[25] In an organization of course there are leaders and subordinates. Organizing in Islamic education is the process of determining the structure, activities, interactions, coordination, structural design, and authority, tasks transparently and clearly.[26] In Islamic educational institutions, whether they are individual, group, or institutional. An organization in Islamic education management will be able to run smoothly and by its goals, if it is consistent with the principles that design the organization's journey, namely freedom, justice, and deliberation. If all of these

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[23] Mujahid Ansori, 'Pengembangan Kurikulum Madrasah Di Pesantren', *Munaddhomah: Jurnal Manajemen Pendidikan Islam* 1, no. 1 (2020): 41–50, https://doi.org/10.31538/munaddhomah.v1i1.32.

[24] George R. Terry, *Prinsip-prinsip manajemen* (Bumi Aksara, 1993).

[25] Syamsul Bahri and Novira Arafah, 'Analisis Manajemen SDM Dalam Mengembangkan Strategi Pembelajaran Di Era New Normal', *Tafkir: Interdisciplinary Journal of Islamic Education* 1, no. 1 (2020): 20–40, https://doi.org/10.31538/tijie.v1i1.2.

[26] Siti Rofifah et al., 'The Influence of Organizational Culture and Work Motivation on Teacher Performance at the International Standard School, Amanatul Ummah Mojokerto', *Nidhomul Haq : Jurnal Manajemen Pendidikan Islam* 6, no. 1 (29 March 2021): 27–40, https://doi.org/10.31538/ndh.v6i1.899; Rony Rony, 'Urgensi Manajemen Budaya Organisasi Sekolah Terhadap Pembentukan Karakter Peserta Didik: The Urgency of School Organizational Culture Management Against Character Building Students', *Tafkir: Interdisciplinary Journal of Islamic Education* 2, no. 1 (23 June 2021): 98–121, https://doi.org/10.31538/tijie.v2i1.26.

principles can be applied consistently in the process of managing Islamic educational institutions, it will be very helpful for managers of Islamic education.[27]

From the description above, it can be understood that this organization is the second stage after the previous planning. Organizing occurs because the work that needs to be done is too heavy for one person to handle. Thus, assistance is needed and effective working groups are formed. Many minds, hands, and skills are gathered into one which must be coordinated not only to complete the task in question but also to create usefulness for each member of the group against the desires of the skills and knowledge.

Actuating

To carry out the planning that has been organized, it is also necessary to provide actuating, in Indonesian it means to move. That is an action to make all group members strive to achieve goals by organizational goals. So, actuating aims to move people to want to work independently and with full awareness together to achieve organizational goals effectively and efficiently. In this case, good leadership is needed.[28]

Actuating is an effort to realize a plan. With various directions by motivating each employee to carry out activities within the organization, which are by the roles, duties, and responsibilities. Therefore, actuating cannot be separated from the role of leadership abilities.[29]

From the description above, it can be concluded that the driving function in Islamic education management is a process of guidance based on religious principles to

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[27] Ali Muhdlorul Huda and Mauhibur Rokhman, 'The Strategy of the Principal in Improving the Quality of Institutional Education', *Attadrib: Jurnal Pendidikan Guru Madrasah Ibtidaiyah* 4, no. 2 (5 November 2021): 72–80, https://doi.org/10.54069/attadrib.v4i2.142; Maptuhah Maptuhah and Juhji Juhji, 'Pengaruh Perhatian Orangtua Dalam Pembelajaran Daring Terhadap Motivasi Belajar Peserta Didik Madrasah Tsanawiyah', *Attadrib: Jurnal Pendidikan Guru Madrasah Ibtidaiyah* 4, no. 1 (22 May 2021): 25–34, https://doi.org/10.54069/attadrib.v4i1.127.

[28] Ninik Indawati et al., 'Improving The Religious Character of Educators Through Exemplary of Principles', *AL-TANZIM: Jurnal Manajemen Pendidikan Islam* 6, no. 3 (1 June 2022): 789–801, https://doi.org/10.33650/al-tanzim.v6i3.3691; Heriyono Heriyono et al., 'Gaya Kepemimpinan Prof. Dr. Kh. Asep Saifuddin Chalim Dalam Meningkatkan Motivasi Kerja Karyawan Di Pesantren', *Munaddhomah: Jurnal Manajemen Pendidikan Islam* 2, no. 1 (3 August 2021): 21–30, https://doi.org/10.31538/munaddhomah.v2i1.64.

[29] Ikramullah Ikramullah and Akhmad Sirojuddin, 'Optimalisasi Manajemen Sekolah Dalam Menerapkan Pendidikan Inklusi Di Sekolah Dasar', *Munaddhomah: Jurnal Manajemen Pendidikan Islam* 1, no. 2 (25 April 2020): 131–39, https://doi.org/10.31538/munaddhomah.v1i2.36; Syafruddin Syafruddin et al., 'Strategic Management of Islamic Boarding School In Building Student Character', *Nidhomul Haq : Jurnal Manajemen Pendidikan Islam* 7, no. 1 (14 May 2022): 167–73, https://doi.org/10.31538/ndh.v7i1.2237.

colleagues so that the person is willing to carry out his duties seriously and enthusiastically with very deep sincerity.

Controlling

If the three management functions have been running properly with their respective functions, to achieve success supervision must be carried out, namely that the entire efforts to observe the implementation of operational activities to ensure that these activities are by the previously determined plan. In the view of Islam, supervision is carried out to straighten out what is not straight, correct what is wrong, and correct what is right.[30]

In Islamic education, supervision is defined as a continuous monitoring process to ensure the implementation of planning consistently, both materially and spiritually. According to Ramayulis, supervision in Islamic education has the following characteristics: supervision is material and spiritual, monitoring not only managers but also Allah SWT, and using humane methods that respect human dignity.[31]

With these characteristics, it can be understood that the implementers of various agreed plans will be responsible to their managers and Allah as the all-knowing supervisor. On the other hand, supervision in the Islamic concept prioritizes using a human approach, an approach that is inspired by Islamic values.[32]

From the description above, it can be explained that Islamic education management is the process of utilizing all available resources (Muslims, educational institutions, or others) both hardware and software. Utilization is carried out through collaboration with other people effectively, efficiently, and productively to achieve happiness and prosperity both in this world and in the hereafter. If managers in Islamic education have been able to carry out their duties properly by the management functions above, they will avoid all the vague expressions which state that Islamic educational institutions are managed with careless management without proper goals.

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[30] Katie L. Lewis et al., 'Outcomes of Counseling after Education about Carrier Results: A Randomized Controlled Trial', *The American Journal of Human Genetics* 102, no. 4 (5 April 2018): 540–46, https://doi.org/10.1016/j.ajhg.2018.02.009.

[31] Enco Mulyasa, *Manajemen berbasis sekolah: konsep, strategi, dan implementasi* (Remaja Rosdakarya, 2002).

[32] Khaliq Ahmad and O.K. Ogunsola, 'An Empirical Assessment of Islamic Leadership Principles', *International Journal of Commerce and Management* 21, no. 3 (1 January 2011): 291–318, https://doi.org/10.1108/10569211111165325.

Then there will be no more Islamic educational institutions that are out of date, not well organized, and do not have an appropriate control system.

The educational planning offered by the prophet Muhammad based on the Qur'an and its hadiths is global. In this case what the Messenger of Allah meant was preparation, in the sense that when we want to carry out activities in life, including educational activities, we should start with planning or preparation.

CONCLUSION

From the explanation above, it can be concluded that in Islamic Education Management, planning is the main key to determining the next activity. Without careful planning, other activities will not run well and may even fail. Therefore, make planning as carefully as possible to meet satisfactory success. Educational planning offered by the prophet Muhammad through his hadiths is global planning. In this case what the Messenger of Allah meant was preparation, in the sense that when we want to carry out activities in life, including educational activities, we should start with planning or preparation.

Humans must think about themselves and plan from everything that accompanies actions during their life so that they will get pleasure in life. Educational planning is the process of determining the goals or objectives to be achieved in the world of education and the steps that will be used to implement them.

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