

The Mechanism of Decision-making in Pesantren

Samsul Ma'arif

UIN Sunan Ampel Surabaya Indonesia

samsulmaarif@uinsby.ac.id

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Abstract : Decision-making plays a crucial role in the realm of management, serving as a central element of managerial activities. Effective decision-making requires active participation from managers, influencing the outcomes of the choices they make. In the context of Pesantren, an educational and religious institution, the organizational structure development is intrinsically linked to educational and social dimensions. Kyai, often regarded as the central figure due to their charisma, fulfills a multifaceted role within Pesantren as not only a spiritual leader but also as the highest-ranking manager. Kyai's involvement permeates every facet of Pesantren's decision-making processes, as they continuously grapple with decisions in their daily responsibilities. Consequently, Pesantren leaders must strive to enhance their decision-making capabilities. This development is contingent on leaders' comprehensive understanding of their working environment's data, proficient utilization of this information, and the incorporation of new, pertinent data pertaining to the challenges they encounter. The examination of Pesantren decision-making processes seeks to uncover their uniqueness, characterized by effectiveness and the ability to propel the institution forward. The resulting policies are embraced by the Pesantren community and serve as references for other institutions. This analysis also evaluates the reliability of Pesantren decision-making in comparison to contemporary decision-making theories. These endeavors collectively contribute to the institution's ongoing development and progress.

Keywords: Kyai, Decision-making, Pesantren

INTRODUCTION

Pesantren, integral to shaping the nation's character and values, plays a vital role in cultivating the intellectual and spiritual aspects of individuals (Muhammad Aman Ma'mun, 2018). Leadership within Pesantren holds the key to achieving its objectives (Khuriyah, 2016), echoing the words of George R. Terry, who defines leadership as the art of motivating people to collaborate willingly to achieve group goals. Hershey and Blanchard further emphasize that leadership is a process of influencing people's actions to attain a shared objective under specific circumstances.

These perspectives highlight four essential aspects: (1) a leader's influence on others, (2) the voluntary nature of the collaboration, (3) a focus on group goals, and (4) the interdependence between leader, followers, and the situation. Leadership, therefore, hinges on the ability to inspire, create an enabling environment, and guide individuals towards common objectives (Ahmad Agung Yuwono Putro, 2021).

In this context, decision-making takes center stage in management (Saimo, 2022). Decision-making represents a cognitive process aimed at ensuring thorough consideration of organizational matters and avoiding arbitrary impositions. The Quran, in Surah Shaad:20, illustrates the significance of informed decision-making: "And We strengthened his kingdom and We gave him wisdom and sound judgment in settling disputes." This verse showcases the wisdom of Prophet Dawud, who employed his charisma and authority to make beneficial decisions for his people. The narrative underscores the importance of making informed decisions grounded in knowledge, experience, and comprehensive information (Muddasi, 2017; Harwiki, 2016).

Effective decisions, especially those taken by leaders, must be rational, keeping in mind the well-being of the people they guide. A good decision positively impacts followers' satisfaction, their acceptance of leadership decisions, and their work performance expectations (Dessler, 1997). Thus, the development of decision-making capabilities is vital for leaders of Pesantren (Educational Institutions) and managers. Success in decision-making hinges on a comprehensive understanding of the working environment and the adept utilization of existing and new information related to the challenges they face (Saimo, 2022).

As time progresses, decision-making theory evolves in tandem with the concept of leadership. The effectiveness of decision-making is inherently linked to effective leadership, characterized by the ability to foster collaboration and maintain a conducive organizational environment (Utami Tanjung Sari, 2019; Hersey and Blanchard, 1998).

The uniqueness of Pesantren's decision-making mechanisms lies in their effectiveness, their potential to advance the institution, and the policies' acceptance by the Pesantren community and the surrounding area, serving as reference points for other institutions. This study on decision-making is motivated by prior research on Kyai leadership in Pondok Tebuireng Jombang conducted by Dr. Imron Arifin from the State University of Malang in 1993.

Pesantren Sidogiri in Pasuruan is one of the oldest boarding schools in East Java, founded in 1745, following the vision of Izud Taqwa and the mission of the sunah wal Jamaah expert. With its deep-rooted history, Sidogiri Pesantren has garnered significant community interest. The institution boasts 46 branches within Pasuruan regency and 18 branches outside the regency. It has produced numerous respected religious scholars, including KH. Sukron Makmun from Jakarta, KH. Drs. Wasil

Hasyim from Guluk Pesantren Pamekasan, KH. Kholil Bangkalan, among many others.

Sidogiri Pesantren, operating with complete autonomy, is free from external influence, be it private or governmental. Its motto, "From santri by santri and to santri," reflects this independence. The management structure in Sidogiri Pesantren comprises various levels, including the Regional Coordinator (Korda), Commissions (1-7), Daily Functionary, Plenary Officers, Aly Assembly (Board of Caregivers), and Caretaker Leader. Each level plays a pivotal role in ensuring effective decision-making within Sidogiri's educational ecosystem.

Darul Ulum, established by KH. Tamim Irsyad in 1885, is a significant Islamic educational institution spanning approximately 42.5 hectares of land in Jombang. Darul Ulum's organizational structure has evolved since 1962, delineated through a guidebook and the board's structure. This structure comprises three main councils: Kyai Council, Teachers' Council, and Daily Board. In 1968, a Financial Council was added. The levels of management in Darul Ulum include MPP (Majelis Pimpinan Pondok Pesantren), Chairman, General Secretary, General Treasurer, Coordinators of various functions, Bureaus, and Education Bureau. These management levels play a decisive role in driving effective decision-making within Darul Ulum Pesantren.

Effective decision-making within Pesantren showcases its unique nature in comparison to decision-making in general institutions. Therefore, researchers are intrigued by understanding effective decision-making in Sidogiri

METHODS

This research employs qualitative case study technique to investigate the decision-making mechanism at Sidogiri and Darul Ulum pesantren. The study focuses on understanding the process and factors influencing decision-making in these educational institutions. Sidogiri Pesantren combines traditional values with modern administrative systems, actively involving the community in decision-making processes. Darul Ulum Pesantren serves the community through various institutions, emphasizing decision-making based on Islamic principles and benefit. Factors influencing decision-making include internal and external factors in both institutions. Sidogiri Pesantren's leadership structure is organized, with decisions made through consultation and evaluation, while Darul Ulum Pesantren employs a system approach with clear lines of authority. Both pesantren emphasize past experiences and future-oriented decision-making. The study aims to gain insights into the unique decision-making mechanisms in these institutions.

RESULT AND DISCUSSION

The Sidogiri Pasuruan and Darul Ulum pesantren are traditional Islamic educational institutions that have embraced modern administrative systems, including Local Area Networking and Wide Area Networking. These technological advancements

have facilitated student enrollment and the collection of financial contributions (shahriyah) through digital means, such as the internet, blogs, and websites. However, the traditional influence of Kyai as a spiritual leader and central figure remains unchanged in both institutions.

Sidogiri Pesantren, while serving as a hub for Islamic propagation (da'wah), has also made improvements in educational methods. To enhance its presence, it has established an economic cooperative center that spans various cities, integrating modern technology into its operations. This pesantren actively engages with the surrounding community, implementing measures such as student dress codes (white uniforms and green sarongs) to promote discipline beyond the institution's boundaries. When issues arise, committees and the community collaborate to find solutions, and decisions are enforced by involving the community as student supervisors. Sidogiri Pesantren has a systematic organizational structure that empowers individuals with decision-making authority.

In Darul Ulum boarding school, various educational institutions operate, including primary schools (MI), junior high schools (MTs), and high schools (SMA), along with two universities (UNIPDU and UNDAR). The leadership aims to serve the community by providing access to knowledge. Decision-making in Darul Ulum follows a structured approach, with individual units, bureaus, and schools granted autonomous decision-making power in planning, budgeting, and implementation, while remaining accountable to the central authority.

The decision-making process in both pesantren follows a problem-solving approach involving several stages, including problem identification, analysis, alternative generation, comparison, decision establishment, control, and evaluation. Common guiding principles include addressing encountered problems, adherence to Islamic principles, the vision and mission of the pesantren, past experiences, future-oriented goals, and socialization of decisions to regional coordinators.

Factors influencing decision-making in Sidogiri Pesantren include internal organizational dynamics, external circumstances, Kyai's authority and personality, and the evaluation process. In Darul Ulum, these factors encompass internal unit conditions, decision-making skills, financial resources, clear information, external unit effects, leadership authority, charisma, skill, and evaluation.

Sidogiri boarding school's management relies on an organizational approach led by the Leadership Major Pesantren, comprising the next generation of pesantren founders. Each member holds specific authorities and responsibilities.

No	Official	Duties	Start year
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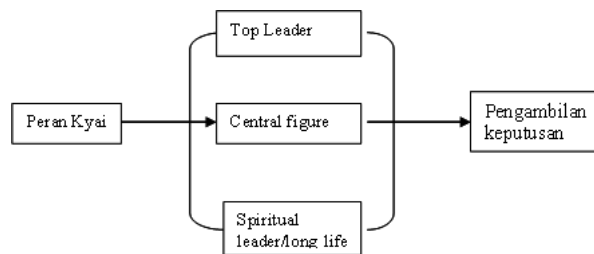
1	Chairman	<ul style="list-style-type: none"> ✓ Coordinate public policy ✓ Handling the construction of physical facilities and infrastructure of cottage 	1959
2	Coordinator Education, Sport and Art	<ul style="list-style-type: none"> ✓ Coordinate Educative activities in the education unit ✓ Dealing with sports and art activities 	1969
3	Coordinator Board,	<ul style="list-style-type: none"> ✓ Coordinate the organization of pengajian ✓ Handling activities in dormitories 	1961
4	General Secretary and Public Relations	<ul style="list-style-type: none"> ✓ Coordinate administrative activities, management, and community relations ✓ Handling the protocol of the principal tribunal 	1977
5	Koord. Alumni and Iass	<ul style="list-style-type: none"> ✓ Coordinating Sidogiri alumni ✓ Handling Iass activities 	1993
6	Coord. Finance	<ul style="list-style-type: none"> ✓ Coordinate financial traffic ✓ Handling the budget proposal of cottage leadership 	1987
7	Koord. Kesra	<ul style="list-style-type: none"> ✓ Coordinate mandatory learning activities in Sidogiri ✓ Coordinate the activities of canteen, shops, dormitories 	1993
8	Koord. Security and order	<ul style="list-style-type: none"> ✓ Coordinate all security and order activities ✓ In charge of security and security units 	1995

The organizational development, continuity, and progress of pesantren are determined by the pesantren's board. They play a pivotal role in shaping the future of the pesantren, with Kyai being the pillars of support for both students and educators in Sidogiri. Their policies significantly influence the pesantren's development.

Personnel involved in decision-making at Sidogiri pesantren include Regional Coordinators (Korda), Commissions 1-7, Daily Functional Administrators, Plenary Officers, the Aly Assembly, and the Chief Caregiver. Each of these individuals has specific authorities and responsibilities within their areas, including the right to make decisions. The rights and obligations of these decision-makers encompass various aspects of pesantren management, including outlining pesantren's direction, supervising decisions to maintain the pesantren's reputation, and contributing to program planning, budgeting, and execution.

At Darul Ulum pesantren in Jombang, personnel involved in decision-making include the Leadership Board of Darul Ulum Pesantren (MPP), Chairman, General Secretary, General Treasurer, Coordinators for alumni, welfare, sports, Kamtib, study, and boarding, as well as bureaus for research and development, secretarial, financial matters, and education. These individuals hold critical roles in facilitating effective decision-making at Darul Ulum.

In both pesantren, programs and school budgets are reported to the respective foundations and are held accountable to both the foundations and the government. In cases where programs cannot be implemented, the schools are required to return their budgets to the foundation. The highest decision-making authority in both pesantren is the Kyai, who serves as the Top Leader, Central Figure, and Spiritual Leader, influencing various aspects of decision-making. While the Kyai's role in pesantren leadership is pivotal, it is important to note that in Sidogiri, the pesantren has been incorporated as a foundation, while in Darul Ulum, the pesantren operates as an institution with a Leadership Board consisting of multiple Kyai. Both pesantren grant veto rights to the Assembly of Aly, which can be exercised if a decision contravenes Islamic Sharia or the pesantren's bylaws (AD/ART).

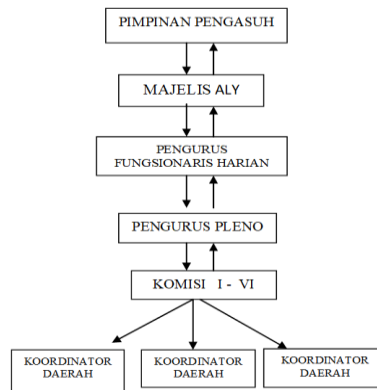


In essence, the effectiveness of leadership in an organization can be gauged by the ability and skill of the organization's leader to make rational, logical, and pragmatic decisions. The decision-making mechanisms employed at Pondok Pesantren Sidogiri and Pondok Pesantren Darul Ulum are exemplars of effective decision-making. These mechanisms encompass:

1. Strategic Decision-Making: Decision-making strategies at Pondok Sidogiri Pesantren include the following key elements: (a) The optimism of decision-makers. (b) The problem-solving approach. (c) Ensuring satisfaction with decisions. (d) Making necessary adjustments.
2. Quality and Acceptance of Decisions: Both pesantrens have nearly a 100% success rate in implementing decisions effectively due to several factors: (1) Running pesantren decisions are seen as a means to seek the approval of Allah SWT. (2) Board members and students follow the rules and decisions in their pursuit of Kyai's approval, which they believe equates to Allah's approval. (3) Caregivers, administrators, and students at all levels view adhering to pesantren rules and decisions as a form of worship, emphasizing the nurturing of knowledge and moral values.

Furthermore, there is a shared belief among these pesantrens that the pursuit of knowledge comes with certain procedures and moral guidelines. These encompass: (1) Recognizing the virtues and privileges associated with the pursuit of knowledge. (2) Emphasizing the personal morality of disciples. (3) Encouraging high moral standards among students in their learning endeavors. (4) Cultivating the moral

values of teachers during the teaching process. (5) Fostering positive moral conduct among teachers and their students.



CONCLUSION

From the provided descriptions, the following general conclusions can be drawn:

1. The decision-making process at Sidogiri Pesantren and Darul Ulum Pesantren follows a structured approach, including problem identification, problem analysis, generating alternative solutions, comparing and selecting the best solution, making decisions, implementing decisions with control, and conducting evaluations.
2. Both Sidogiri and Darul Ulum Pesantren base their decision-making on fundamental values, with a primary emphasis on the well-being of the people, particularly students, and adherence to Islamic values within the framework of Islamic Sharia.
3. Factors influencing decision-making in both pesantrens include internal elements (such as information, financial resources, human resources, and other assets), external factors (including economic, socio-political, legal, and cultural considerations), and the skills and approaches of caregivers and other leaders, encompassing intelligence and various decision-making techniques.
4. Personnel involved in decision-making at Sidogiri Pesantren include Regional Coordinators, Commissions 1-6, Daily Functional Administrators, Plenary Officers, the Aly Assembly, and the Caregiver Leader. In contrast, Darul Ulum Pesantren's decision-making involves the MPP (Leadership Board of Darul Ulum Pesantren), the School Assembly, and Heads of Units/Bureaus within the pesantren. A commonality between the two pesantrens is the significant role of Kyai as leaders and managers, serving as Top Leaders, Central Figures, Spiritual Leaders, and Long-Life Tutors in the decision-making process. Both pesantrens grant Veto Rights to the Assembly of Pengasuh in Darul Ulum and the Aly Assembly in Sidogiri, which can be

exercised if decisions contravene Islamic Sharia or the pesantren's bylaws (AD/ART).

5. The macro-level decision-making at Sidogiri and Darul Ulum Pesantren is highly effective. Decision quality, whether high or low, generally garners acceptance from the decision-makers, indicating a robust and efficient decision-making process.

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