

# Boarding School Governance in Forming an Excellent Character of Quran Tahfizul Students at SMA NW Lendang Kekah, Indonesia

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**Abstract:** The purpose of the study was to determine the governance of boarding school educational institutions in forming the superior character of tahfizul Qur'an students at SMA NW Lendang Kekah. This study employs a qualitative research approach, specifically a phenomenological perspective. The data sources used in this study include both primary and secondary data. Researchers collected data using observation, interviews, and documentation techniques. Data analysis begins with data collection, followed by data reduction, data presentation, and conclusion. Data validity checks use credibility, transferability, defendability, and confirmability tests. The results of the study indicate that the governance of boarding school educational institutions in shaping the superior character of students is based on three fundamental governance functions: planning, implementation, and supervision.

1) The process of planning boarding school governance takes place in the form of discussions or meeting forums attended by the Foundation Management, educators, school committees, guardians of students, education personnel and dormitory administrators;

2) The implementation of boarding school program governance is divided into several types of activities, such as leading activities in the dormitory environment, leading activities in the school environment and the habituation of religious culture in the dormitory environment and school environment.

3) Supervision of governance is carried out in the form of monthly activity evaluations with the boarding school program administrators, both directly and indirectly.

**Keywords:** Governance; Boarding School; Excellent Character.

## INTRODUCTION

Education is one of the efforts to improve and create quality human beings, as well as a dignified nation respected by other countries. Educated individuals – those who use their knowledge to improve society and live wisely within their families, communities, nation, and state – are quality human beings. Therefore, a successful education system can form individuals with character, thereby realising a dignified country.

Character education helps students develop ethics and responsibility through modelling and teaching good character based on universal values. These character values should be instilled in students so that they can apply them in their lives, both in their family, school, community, and

country, and make a positive contribution to their environment. According to authors [1], character is related to the concept of moral (moral knowing), moral attitude (moral feeling) and moral behaviour (moral action). Teachers instil the moral knowing aspect through classroom learning, while students must continuously practise moral feeling and moral action through their daily habits. Educators and society actively raise and strengthen the millennial generation's awareness and belief that strengthening character is essential to building a better future. Character education emphasises spiritual ethics to form a good person.

Boarding school is an educational institution where students not only study, but also live and

interact with one another within the institution. Boarding school combines the residence of students with the school institution. The boarding school system can optimise the cognitive, affective, and psychomotor domains of students; therefore, this Islamic boarding school system requires that teachers and school administrators are prepared to be available 24 hours a day. In its development, the application of the boarding school concept in modern Islamic boarding schools is based on the idea of providing balanced educational services that combine religious knowledge with general knowledge. Thus, educators expect students, as the output of modern Islamic boarding schools, to possess a balanced combination of general knowledge and religious knowledge. To support this renewal, the administration must implement a practical governance framework. According to authors [2], Islamic boarding schools will become an alternative educational institution that is most popular with the community, serving as superior institutions for the formation of the national cadre.

SMA NW Lendang Kekah is one of the private high schools in Batukliang that utilises the boarding school concept. SMA NW Lendang Kekah is part of the Ishlahul Ummah NW Lendang Kekah Islamic Boarding School Foundation, which comprises institutions such as TK, MI, SMP, and SMA. MI NW Lendang Kekah is the oldest educational institution in the Ishlahul Ummah Islamic Boarding School, founded in 1965. Meanwhile, the Ishlahul Ummah NW Lendang Kekah Islamic Boarding School was established in 1960, initially offering only diniyah education activities.

The implementation of SMA NW Lendang Kekah educational unit activities not only provides knowledge and technology but also forms students' character through the habituation of daily behaviour, enabling them to become individuals with noble character. SMA NW Lendang Kekah is a high school based on Islamic boarding schools, where students reside in the Ishlahul Ummah NW Lendang Kekah Islamic boarding school and are required to attend classes at the same institution. Other activities that must be followed include studying the book after the Asr prayer, studying the Qur'an after the Maghrib prayer, and memorising the Qur'an after the Subuh prayer. There are also many other activities.

SMA NW Lendang Kekah is an educational institution under the auspices of the Ishlahul Ummah NW Lendang Kekah Islamic Boarding School

Foundation, which implements a boarding school program to shape its students into strong individuals in both worldly and hereafter provisions. SMA NW Lendang Kekah has 298 students, all of whom live in the boarding school during their education. The boarding school concept that is implemented demonstrates success in providing educational services, as evidenced by the students' achievements in both academic and non-academic fields. By implementing the boarding school concept, students' characters will be formed well through daily habits at the boarding school and the school. The regulations implemented at the boarding school help children become accustomed to being independent and disciplined in carrying out various scheduled tasks.

However, in the field implementation, several obstacles still hinder the expected process, including: first, the planning of boarding schools is still not optimal, as many students do not live in dormitories, resulting in a lack of character values among those who do not live in dormitories. Second, the implementation of boarding schools remains suboptimal due to a limited teaching staff. Third, the administrators have not carried out optimal supervision of boarding schools.

## METHOD

The study was conducted at the Tahfiizul Qur'an Dormitory, within the scope of SMA NW Lendang Kekah, one of the formal educational institutions managed by the Ishlahul Ummah Nahdlatul Wathan Islamic Boarding School Foundation, located in Dusun Lendang Kekah, Tampak Siring Village, Batukliang District, Central Lombok Regency. This type of research uses qualitative research. Qualitative research is a type of research that aims to understand the phenomena experienced by research subjects, such as behaviour, perceptions, and problems faced by the humans being studied, and others [3].

The data sources used in this study include both primary and secondary data sources. Primary data sources are those that directly provide data to data collectors. In contrast, secondary sources are sources that do not directly provide data to data collectors, for example, through other people or documents [4]. The data sources in this study are:

- 1) Principal, to find out the management of the boarding school program at SMA NW Lendang Kekah;

- 2) Vice Principal for Curriculum;
- 3) Vice Principal for Student Affairs;
- 4) Vice Principal for Facilities and Infrastructure;
- 5) Educators/Teachers;
- 6) Education/administrative personnel to obtain information on their involvement and contribution in the planning process to the evaluation of the boarding school program at SMA NW Lendang Kekah, as well as their participation in the internalisation of superior character values to students;
- 7) Dormitory Administrators/caretakers, namely, to obtain information related to student behaviour in the dormitory and how students can reflect the character values they have received;
- 8) Students, namely, to find out the extent of their understanding of character values and which values they can practice in their daily lives.

Researchers will obtain information through structured interviews, using systematic interview guidelines. In this study, researchers employed data collection techniques as proposed by the authors [5], including observation, interviews, and documentation, as outlined. Qualitative data analysis typically occurs during the data collection process, rather than after data collection is complete. Data Collection concurrent activity flows are: data reduction, data display, and conclusion drawing/verification [6]. Data validity tests in qualitative research include credibility, transferability, dependability, and compatibility tests [4].

## RESULTS AND DISCUSSION

This study focuses on the Governance of Boarding School Educational Institutions in Forming Superior Characters of Tahfizul Qur'an Students at SMA NW Lendang Kekah, namely as follows:

*Planning of Boarding School Management of SMA NW Lendang Kekah in Forming Superior Character of Tahfizul Qur'an Students.* The process of planning the Governance of Boarding School Educational Institutions at SMA NW Lendang Kekah is an essential step in determining the direction and objectives of the boarding school program by selectively choosing the best activities from various available alternatives, thereby creating superior characters in Tahfizul Qur'an students. The process of planning the governance of boarding schools at SMA NW Lendang Kekah is the princi-

pal's primary task, involving all elements of the School structure, including Educators, education personnel, and the school committee. As conveyed by Harol Konntz and Cryril O'Donnell in [7], planning is one of the managerial functions related to selecting goals, policies, procedures, and programs from various available options. In planning, the Manager makes decisions about the actions that need to be taken, when to implement them, how to do them, and who will implement them [8]. Authors [7] describe the approach as a step to set targets and guidelines for action by choosing the best solution from various available alternatives.

The administrators at SMA NW Lendang Kekah conclude that planning boarding school governance is a strategic step to determine the direction and objectives by implementing activities that align with the set goals. The planning of boarding school governance at SMA NW Lendang Kekah involves the Principal, Educators, education staff, the School Committee, and several student guardians in a cooperative deliberation. Several steps taken in planning the management of boarding schools at SMA NW Lendang Kekah are in forming the superior character of Tahfizul Qur'an students, namely;

- 1) The goal of boarding school management at SMA NW Lendang Kekah is to form students with superior characters, characterised by faith, piety, morality, high morals, and noble character. Students demonstrate exceptional character by aligning their religious values with the superior values that the religion aims to realise through activities in the Boarding House and at school.

- 2) Understanding the current situation by observing the daily lives of students in the dormitory and at school is essential as a starting point for determining the next steps. Unwittingly, educators and education personnel often monitor every student's behaviour at school, while the dormitory manager supervises the students' actions at school, and parents monitor their children's actions at home. When planning the steps at SMA NW Lendang Kekah, the principal involved the dormitory administrators, educators, and guardians as key information partners to gain a deep understanding of the students. Additionally, the Dormitory administrators are always available to accompany their students 24 hours a day.

- 3) Identifying all the facilities and obstacles is an important step taken at SMA NW Lendang Kekah to evaluate the institution's ability to manage in

achieving its goals as a boarding school. Internal and external factors are equally important in this context. Internal factors relate to complete facilities and infrastructure provided by the school to support the process of internalising religious values. At the same time, external factors, such as the environment and social circles, can influence student behaviour from outside. To anticipate this situation, SMA NW Lendang Kekah emphasises the importance of the habituation process through activities in the boarding school program.

4) Creating several activities that support the achievement of goals is the main priority of SMA NW Lendang Kekah in designing boarding school governance. These activities are forms of activities that emphasise religious activities, divided between those in the dormitory and at school. First, activities in the dormitory include reading Mudzakaroh yellow books, studying Nahdlatul Wathan hizib, waking up before dawn for tahajjud prayer, fasting on Mondays and Thursdays, and performing obligatory congregational prayers. Furthermore, activities at school include praying together before entering class, praying dhuha in congregation, and showing respect to teachers with full ihtiram. Third, the practice of religious culture in the dormitory and school includes the etiquette of smiling, greeting, mutual respect, and dressing in a traditional manner, such as those found in a pesantren.

*Implementation Governance of NW Lendang Kekah High School Boarding School in Forming Superior Character of Tahfizul Qur'an Students.* Implementation is a crucial stage in executing the results of planning and tasks that have been divided, as well as the functions of all administrators of the boarding school program at SMA NW Lendang Kekah, which are carried out in collaboration according to their respective responsibilities. The implementation of actions is a crucial aspect in management, where its smoothness and effectiveness significantly influence the overall success of management [9]. Implementation of boarding school governance at SMA NW Lendang Kekah involves three types of activities carried out, namely:

1) Superior activities in the dormitory environment; this includes Wirid shalawat, Setoran memorisation and murjaah, Mudzakaroh yellow books, reading Hizib Nahdlatul Wathan, Maulid Al-Barzanji, waking up before dawn for tahajjud

prayer, and the obligation to pray five times a day in congregation.

2) Superior activities in the school environment include prayer and speech practice before entering class, as well as Ikhtiram.

3) Cultivating a religious culture in the dormitory and school environment by smiling, greeting, saluting, respecting each other and dressing like students.

The leading activities at SMA NW Lendang Kekah are part of the process of internalising high moral values and character building. These values are integrated into the curriculum through the instillation of religious and social values during the teaching and learning process in the classroom. All school residents embody exemplary values that foster the development of superior character in students and promote their personal growth and development. In addition, they also reflect on and apply these values in their daily lives. Teachers can enhance students' character development by incorporating subjects that support the delivery of character education values, such as Islamic Religious Education and Civic Education [10]. Teachers and dormitory staff promote the internalisation of religious values to foster a superior character in students by instilling both spiritual and cultural aspects within the dormitory environment and at school.

Respect for religious and social values at SMA NW Lendang Kekah is maintained through an approach that conveys religious understanding, provides guidance, and teaches the importance of politeness in speaking and acting; this emphasises the importance of a series of religious activities as a means to shape students' religious personalities, while focusing on the formation of their behaviour and character. Teachers and parents often advise students on the importance of instilling polite values in speaking to parents, teachers, and others.

The process of internalising religious values is not limited to religious activities alone, but also involves all educators who teach religious subjects, especially those who teach PAI (Aqidah, Akhlak, Al-Qur'an, Hadith, Fiqh, and local/boarding school content), as well as teachers who teach general subjects. Each educator has a similar task, namely to unite the scientific discipline they teach with the teachings of the Al-Qur'an and Hadith, as well as other religious principles, such as moral teachings that can leave

a lasting impact on the hearts of students, motivating them to continue worshipping and doing good.

The process of developing religious values can be seen in the ability of students to realise three central values in life that form the basis for their superior character formation.

First, creative values are those where students do good and strive to provide benefits to their environment.

Second, students believe in and feel that the values of appreciation are valid, good, beautiful, and valuable, and they apply these values in everyday life.

Third, the values of attitude that must be possessed are the ability to accept steadfastly and adopt the right mindset, so that the actions taken do not result in mistakes [11].

The internalisation of good values and high morals at SMA NW Lendang Kekah is based on the concept of religious values, as explained by authors [12], one of which is the Value of Worship. An individual views worship as an effort to draw closer to Allah by obeying His commands and refraining from His prohibitions. The meaning of *Ruhul Jihad* is the value of the soul that encourages humans to work and fight wholeheartedly. Ethics and Responsible Action; Ethics reflect the inner nature of humans that drives actions without requiring a lengthy thought process, which is then reflected in everyday behaviour and attitudes. A teacher's behaviour is a reflection of exemplary values. It is essential to recognise that exemplary behaviour plays a crucial role in the world of education and learning, and is a quality that every teacher should possess. In line with the views expressed by authors [13], who emphasised that the indicators of religious character according to the Ministry of National Education in 2010 are as follows:

- 1) Praying before and after the learning process;
- 2) Respecting religious holidays and providing facilities for religious activities;
- 3) Providing opportunities for all students to carry out worship according to the teachings.

Implementation Governance of NW Lendang Kekah High School Boarding School in Forming Superior Character of Tahfizul Qur'an Students. Supervision of the governance of the NW Lendang Kekah Senior High School boarding school in forming students with superior character is an

assessment effort that aims to evaluate the progress of these management activities, identify obstacles and deviations that may occur, and assess the effectiveness of internalising religious values through activities that support the formation of students' religious character. As expressed by authors [9], supervision can function as a preventive measure to prevent deviations or errors when carrying out activities, or can also act as a direct corrective action against these errors. Adequate supervision and control are necessary to guide various deviations back on track and achieve the set goals [14].

At SMA NW Lendang Kekah, the administrators implement three types of supervision to manage the boarding school: preliminary supervision, ongoing supervision, and feedback supervision.

1) Preliminary supervision, also known as feed-forward control, is conducted by the principal based on information and realities related to various problems faced by students within the school environment. In terms of socialising, the attitudes, characters, and abilities of students reflect the religious values they adhere to as the basis for forming a superior character. This understanding forms the basis for designing all activities within the boarding school program to foster the religious character of students.

2) Supervision of ongoing activities (current control) is carried out by establishing procedures by the head of SMA NW Lendang Kekah, which have been jointly approved by the entire management of the boarding school program, and implemented by the agreement that has been mutually agreed upon. In the SMA NW Lendang Kekah environment, each element plays a similar role in supervising the management of the boarding school and closely monitoring the behaviour, attitudes, and habits of students. If the supervisor identifies actions that are not in line with the boarding school's goals, a warning and correction should be issued as a step to prevent negative behaviour.

3) Feedback supervision is carried out by the principal of SMA NW Lendang Kekah to measure the results of each activity and the process of internalising good character and values after being implemented. At this stage, the principal conducts an evaluation every month by holding a joint discussion forum with the structural elements of the boarding school program management. The forum participants discuss the causes

of deviations and explore new approaches that they can apply in future activities.

The administrators at SMA NW Lendang Kekah continuously supervise boarding school governance, conducting supervision and control in a consistent, objective, transparent, and accountable manner to assess activities and improve management; this ensures the effective implementation of previously agreed-upon plans.

## CONCLUSIONS

The researchers draw the following conclusions based on the research results and discussion about the governance of Boarding School Educational Institutions in shaping the superior character of Tahfizul Qur'an students at SMA NW Lendang Kekah:

1) Boarding school governance planning is carried out through a deliberation forum attended

by the foundation administrators, principal, vice principal, dormitory administrators, teachers, school committee, and education staff. Organising: At SMA NW Lendang Kekah, tasks related to implementing boarding school governance are regulated through organised activities.

2) The implementation (Actualisation) of boarding school governance is realised through three different activities: leading activities in the dormitory, leading activities at school, and promoting religious culture in the dormitory and school environment.

3) Supervision of Boarding school governance at SMA NW Lendang Kekah is carried out by evaluating activities with the boarding school management every month. And in terms of supervision carried out by all administrators, both directly and indirectly.

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