

## Optimization of islamic education management of independent preacher based on the qur'an at Ma'had Aly Ki Bagus Hadikusumo Sukoharjo

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### ABSTRACT

This study aims to examine the implementation of Al-Qur'an-based Islamic education management at Ma'had Aly Ki Bagus Hadikusumo Sukoharjo, especially in forming Independent Preacher who are able to overcome the challenges of the times. The research method was a case study with a qualitative approach, through participatory observation, in-depth interviews, and document analysis. Observations were taken through the *da'wah* (preaching) development strategy carried out by Ma'had Aly Ki Bagus Hadikusumo and the objects of the researcher's interviews were leaders, administrators and *Dai* (Preachers), while documentation studies were obtained from references and literature related to the focus of the study. The results of the study indicate that the concept of Independent *Dai*, which combines *da'wah* expertise and economic independence, has made a positive contribution to the spiritual and economic development of the community. Islamic education management, namely integrated *da'wah* which includes planning, organizing, directing, and supervision has effectively produced professional and competent preachers. This study proposes the adoption of the concept of Independent *Dai* and effective management of Al-Qur'an-based *da'wah* by other Islamic educational institutions, to improve the quality of *da'wah* and strengthen the role of Islam in facing the challenges of materialism and individualism in modern society.

## Introduction

As a country with a Muslim majority, Indonesia is home to a multitude of educational institutions that are rooted in Islamic teachings. As with all forms of education, these institutions require a specific approach to management, namely Islamic education management. Riinawati (2022) claims that Islamic education management is the process of mobilizing and integrating all Islamic educational resources with the objective of achieving the previously established goals of Islamic education.

Moreover, Islamic education management is the process of managing educational institutions based on Islamic teachings, aiming to create education that is in accordance with the values of the Qur'an and Hadith. Its focus includes planning, organizing, directing, and supervising in institutions such as madrasahs, Islamic boarding schools, and Islamic universities focusing on managing the various aspects involved in education, including human resources such as teachers, administrative staff, and students, as well as curriculum, facilities and infrastructure, and

educational technology (Andriani & Hidayat, 2023; Fawait, A., Siyeh FW., 2024). This management emphasizes efficiency and effectiveness with strategies that are in line with Islamic principles, as well as educational resources including humans, tools, environments, and supporting learning materials (Sewang & Halik, 2020).

In Islamic education management, a number of core functions are essential for ensuring the effective operation of an educational organization. These functions include: (1) Planning, designing educational goals that are in accordance with Islamic values and the steps to achieve them; (2) Organizing, managing human resources and educational materials effectively in Islamic educational institutions; (3) Directing, guiding and motivating with an Islamic approach so that educational goals can be achieved properly; (4) Supervision, ensuring that the educational process runs according to plan, with evaluations that are guided by Islamic principles (Ramayulis, 2008).

Da'wah (Preaching) is one approach to realizing the goals of Islamic education management. Da'wah is an activity carried out by a preacher to invite others to the path of Allah Ta'ala, not to follow a particular person or group (Mokodompit, 2022). The existence of Islam cannot be separated from the da'wah exemplified by the Prophet *sallallaahu 'alaihi wasallam* until now (Azhar, 2017). However, da'wah always faces challenges, especially from the socio-cultural conditions of an increasingly advanced society (Muliawati, 2019). A more materialistic and individualistic lifestyle becomes an obstacle in da'wah (Muvid, 2020).

Ma'had Aly Ki Bagus Hadikusumo Sukoharjo was established with the objective of addressing the shortage of preachers, with a particular emphasis on the production of economically independent preachers. In response to the pressing demands of the Muhammadiyah Grogol Branch, this institution provides an integrated educational program that integrates religious knowledge with practical skills in economics and entrepreneurship.

The background of this study is that Ma'had Aly Ki Bagus Sukoharjo proposed the concept of an "Independent Dai," who is able to teach the Qur'an and is economically independent. According to Malik (2017), a Dai (Preacher) is a person who carries out activities to call to Islam, continuing the task of Rasulullah passed down to the scholars and Dai to invite people to the path of Allah. Meanwhile, economic independence is a state in which a person is not a burden on others, which in the context of educational institutions can reduce dependence on community donations (Rifa'i, 2019). Thus, Mudir (2023) argues that the ideal Independent Dai is a combination of the ability to teach the Qur'an and economic independence. They are able to convey religious messages effectively and manage the economy independently, making significant contributions to the spiritual and economic development of society.

In the context of independent Dai education at Ma'had Aly Ki Bagus Hadikusumo Sukoharjo, the management of education through da'wah is of paramount importance in the formation of Dai who are not only competent in religious knowledge but also economically independent. Mujamil, et al (2023) state that a meticulous approach to planning entails the integration of religious knowledge and economic skills into a unified curriculum, the optimal utilization of human and material resources, the provision of guidance and training, and the implementation of periodic evaluations to assess student progress.

The objective of this study is to examine the potential of Al-Quran-based preaching as a means of implementing educational management at Ma'had Aly Ki Bagus Hadikusumo Sukoharjo.

In particular, the study will investigate the efficacy of this approach in fostering the development of independent Dai who are equipped to navigate the challenges of the contemporary era.

## Method

This research was qualitative descriptive research. According to Ulfah, et al (2022) the purpose of qualitative descriptive research is to describe phenomena or events in depth based on data obtained from observations, interviews, or document analysis. This research does not focus on hypothesis testing, but rather on exploring and understanding the context and subjective experiences of the participants. This research was conducted at Ma'had Aly Ki Bagus Hadikusumo in July 2024.

Data collection was analyzed by through observation, interviews, and documentation studies. Interviews were conducted with the Ma'had Management consisting of the Founder of the pondok, the secretary of the pondok, teachers, and students. Observations were taken through observations related to the strategy of fostering preachers carried out by the Aly Ki Bagus Hadikusumo Ma'had and the objects of the researcher's interviews were leaders, administrators and preachers, while documentation studies were obtained from references and literature related to the focus of the research.

Data validity was obtained by triangulating sources so that the data obtained was truly valid (Sutriani & Octaviani, 2019). The data analysis method used was interactive data analysis following the style of Miles and Huberman (Harfiani & Pasaribu, 2019).

## Results

The results of this study are based on the word of Allah which reads:

وَلْتَكُنْ مِنْكُمْ أُمَّةٌ يَدْعُونَ إِلَى الْخَيْرِ وَيَأْمُرُونَ بِالْمَعْرُوفِ وَيَنْهَوْنَ عَنِ الْمُنْكَرِ وَأُولَئِكَ هُمُ  
الْمُفْلِحُونَ

*"Let there be a group among you who call 'others' to goodness, encourage what is good, and forbid what is evil—it is they who will be successful" (QS. Ali Imran: 104).*

The goal of optimizing the management of independent da'wah education by referring to the principles of the Qur'an that encourage people to call for good and prevent evil. Optimization in this case includes the application of effective educational methods based on the teachings of the Qur'an, in order to improve the quality and productivity of da'wah. Through efficient management, the institution hopes to produce independent da'wah, ready to face the challenges of the times, and able to carry out da'wah missions in accordance with Islamic values.

**Communication in Da'wah According to the Qur'an.** The Qur'an emphasizes the importance of communication in da'wah, using the word *qaulan* to indicate a way of speaking that is good, polite, gentle, and meaningful. This includes terms such as *qaulan ma'rufa* (good words) in the QS. Al-Baqarah: 235, QS. Al-Nisa': 5, 8, QS. Al-Ahzab: 32; *qaulan sadida* (correct words) in QS. Al-Nisa': 9, QS. Al-Ahzab: 70; *qaulan baligha* (clear words) in QS. Al-Isra': 23; *qaulan karima* (noble words) in QS. Al-Isra': 23; and *qaulan maisura*, *qaulan adzima*, *qaulan layyinan*, *qaulan min rabbih rahim*, *qaulan tsaqilan*, and *qaulan salama*. *Qaulan sadida* means true and honest speech, emphasizing good and honest communication in preaching to correct mistakes without hurting feelings. *Qaulan baligha* is words which is clear and imprinted in the soul, emphasizing the clarity

and strength of the message in preaching. *Qaulan maysura* is words that are easy to understand, teaching that communication in preaching is easy to understand with an attitude of sympathy and empathy. *Qaulan layyina* is gentle words, emphasizing a wise and polite attitude in dakwah. *Qaulan ma'rufa* means good and polite words, describing good communication to the weak such as the poor and orphans. *Qaulan karima* means noble words, emphasizing respect for older communicants with a noble moral approach, politeness, and gentleness. All of this reflects the value of *rahmatan lil alamin* as a manifestation of compassion in preaching (Atabik, 2016).

**Optimization.** Optimization is the process of improving a system or method to achieve the best results (Achyani, 2018). In the context of this verse, optimization involves implementing best practices to enjoin good and forbid evil, in an effective and efficient manner. This includes improving the educational curriculum and managing resources to support the mission of da'wah productively.

**Management.** Management involves planning, organizing, implementing, and supervising resources to achieve goals (Tamsah, 2022). In the context of this verse, effective management ensures that resources are used optimally to spread good and prevent evil, while adhering to Islamic principles in every aspect of management.

**Independent Preacher Education.** Independent Preacher (Dai) Education prepares individuals to be independent in preaching with religious knowledge, preaching skills, and character development (Oktari & Kosasih, 2019). This program is in line with the teachings of the verse, which emphasizes the need for individuals to call to virtue and carry out preaching duties well, based on Islamic values.

**Based on the Qur'an.** Using the Qur'an as a foundation in the management of da'wah education reflects the teachings of the verse, by integrating Islamic values into the curriculum and da'wah practices (Nata, 2016). This ensures that all da'wah education activities support the goal of calling for good and preventing evil in accordance with the guidelines of the Qur'an.

**Ma'had Aly Ki Bagus Hadikusumo Sukoharjo.** Ma'had Aly Ki Bagus Hadikusumo implements Al-Qur'an-based education to form independent Dai who are ready to face the challenges of the times. With a focus on religious knowledge and practical skills, this institution reflects the mission of the verse by training Dai to call for good and carry out da'wah duties effectively.

**Institutional data.** The following is the institutional data of Independent Preacher of Ma'had Aly Muhammadiyah Ki Bagus Hadikusumo, Sukoharjo. Ma'had Aly has a vision to become a progressive independent Muhammadiyah Dai educational institution. Its mission includes implementing integrated Dai education with economic independence, preparing da'wah cadres for various corners of the country affiliated with Muhammadiyah, and achieving the target of 16 Dai in 2023, 60 Dai in 2026, and 100 Dai in 2030. With the core value of "Independent Contribution" and the motto "*Pinter Ngajar Ngaji, Mandiri Ekonomi*, (Smart in Teaching the Quran, Economically Independent)" this institution focuses on big ideas to maintain religion and prosper the world with religion.

Participants in the Ma'had Aly program are high school graduates or equivalent who have a basic knowledge of religion and tahfidz, as well as knowledge of the internet and social media. They must be ready to follow education and be assigned by the institution, and replace the cost of education if they do not fulfill the commitment. As preachers, graduates are expected to become mosque imams, preaching managers, halaqah teaching ustadz, and contribute to the development of Muhammadiyah preaching. As individuals, they are expected to develop multimedia preaching,

economic ventures according to regional potential, and have an honest and trustworthy Islamic personality.

The Ma'had Aly curriculum includes practical materials for the field of preaching, such as etiquette, the Qur'an, hadith, fiqh, Arabic, muhadhoroh, history of the khulafa', and development of preaching materials. In addition, there are practical business materials and multimedia, including internet marketing and video development. The learning model is implemented through camp boarding with full discipline, learning from tahajud to isya', and a simple life to achieve the goals of preaching and the pleasure of Allah. Participants are expected to be fully committed, reduce sleep time, and live ascetic lives with minimal facilities. All of this aims to produce preachers who are ready to preach with high quality and are economically independent (Mudir of Ma'had Aly, 2020).

The Ma'had Aly curriculum includes practical materials for the field of preaching, such as etiquette, the Qur'an, hadith, fiqh, Arabic, muhadhoroh, history of the khulafa', and the development of preaching materials. These subjects are designed to provide a strong foundation for participants in their roles as preachers, ensuring they are well-equipped with both theoretical and practical knowledge.

In addition to religious studies, the curriculum incorporates practical business materials and multimedia skills, such as internet marketing and video development. This combination of disciplines aims to prepare participants for the modern challenges of preaching and enable them to use contemporary tools effectively. The learning model is implemented through a camp boarding system with full discipline. Daily activities are structured from tahajud to isya', emphasizing a simple lifestyle as a means to achieve the goals of preaching and seeking the pleasure of Allah. This system fosters a sense of responsibility, self-discipline, and dedication among participants. Participants are expected to fully commit to the program, reduce sleep time, and adopt an ascetic lifestyle with minimal facilities. These efforts aim to produce preachers who not only excel in delivering quality preaching but are also economically independent, ready to face diverse challenges in the field (Mudir of Ma'had Aly, 2020).

According to the Secretary of the boarding school, the establishment of Ma'had Aly Ki Bagus Hadikusumo Sukoharjo is triggered by the urgent need to produce quality young preachers to overcome the shortage of ulama. Dr. Sri Lahir, MPd, and Drs. Muhammad Safrudin DM explain that this Islamic boarding school was established in response to the Covid-19 pandemic and the increasing deaths of ulama. They stated that the main goal of the Islamic boarding school is to produce preachers who are not only ready to preach but also economically independent (Interview with Secretary of Ma'had Ali).

In addition, one of the school managers, Fatah Suparman, claims that the vision of the Islamic boarding school is to maintain religion and prosper the world with religion, as well as produce preachers who are able to preach online and offline. The concept of "Independent Dai" is proposed to create preachers who are not only skilled in teaching the Koran but also economically independent. According to Malik (2017), preachers play an important role in continuing the task of the Prophet Muhammad to call people to the path of Allah after the Prophet passed away. This economic independence ensures that preachers do not become a burden to others and can contribute significantly to preaching without relying on community donations (Rifa'i, 2019). Quoted from the proposal for the establishment of the institution, it states that this institution aims to create preachers who are "smart at teaching the Quran and economically independent," in line with the Muhammadiyah program under the Muhammadiyah Regional Leadership (PDM) Sukoharjo.

The Independent Preacher program aims to produce preachers who are able to carry out da'wah while managing their personal finances, so that da'wah is not used as the main means of

economy. This approach allows preachers to think in two ways, namely in terms of da'wah and economy, as well as teaching and working. Rohmansyah & Purwanto, (2022) argue that the importance of training imams and preachers, especially to improve the quality of Muhammadiyah imams and preachers, is also a major concern.

The Independent Preacher program is designed to cultivate preachers who can fulfill their da'wah responsibilities while independently managing their personal finances. The program seeks to ensure that da'wah is not used as the primary source of income, allowing preachers to focus on their mission without economic dependency. This innovative approach aims to produce preachers who embody both spiritual dedication and financial independence, creating a balance between religious service and economic stability.

By fostering this dual capability, the program challenges preachers to think and act in two interconnected dimensions: da'wah and economy. Preachers are trained not only to deliver religious messages effectively but also to generate income through other means, such as entrepreneurship or professional work. This model enables them to integrate their roles as religious leaders and contributing members of the workforce, exemplifying a modern preacher who can adapt to contemporary societal demands.

Rohmansyah and Purwanto (2022) highlight the critical importance of providing training for imams and preachers. They argue that enhancing the quality of Muhammadiyah imams and preachers is a pressing concern, as the role of religious leaders is pivotal in shaping the moral and spiritual fabric of society. This aligns with the objectives of the Independent Preacher program, which aims to equip preachers with both the skills and mindset necessary for effective and impactful da'wah.

The program also addresses the challenges faced by preachers in a rapidly changing world. The combination of religious education and economic training ensures that preachers can maintain their independence while fulfilling their da'wah obligations. They are encouraged to innovate, using modern tools and strategies to connect with diverse audiences while remaining grounded in their religious values.

Ultimately, the Independent Preacher program aspires to create a new generation of preachers who are self-reliant, versatile, and deeply committed to their mission. These preachers are envisioned as individuals who not only excel in their religious roles but also serve as role models in demonstrating the harmony between spiritual dedication and economic independence. This comprehensive approach ensures that da'wah efforts are sustainable, impactful, and relevant to the needs of contemporary society.

There are four possibilities related to the existence of preachers and economic independence: clever at teaching the Qur'an and economically independent, not clever at teaching the Qur'an and not economically independent, clever at teaching the Qur'an but not economically independent, and not clever at teaching the Qur'an but economically independent. The ideal combination is a preacher who is clever at teaching the Qur'an and economically independent, because they are able to convey religious messages effectively and manage the economy independently. Preachers with this qualification make a significant contribution to the spiritual and economic development of the community, become role models, and inspire local economic growth while maintaining a commitment to religious values.

Based on the results of observations and document analysis, the first batch of the educational program at Ma'had Aly Ki Bagus Hadikusumo Sukoharjo has successfully completed

their studies after 4 semesters. This inaugural cohort, consisting of 13 students, underwent a comprehensive curriculum designed to integrate religious education with practical life skills.

As part of their educational journey, each student actively participated in community service by serving as teachers in schools. This experience not only allowed them to practice and apply their knowledge but also contributed to the development of their teaching and leadership skills. Their involvement in educational institutions exemplifies the program's commitment to producing graduates who are capable of making tangible contributions to their communities.

In addition to their teaching roles, the students demonstrated proficiencies in the fields of religion and commerce. Many of them excelled as preachers, delivering religious messages and guidance to diverse audiences. At the same time, they acquired entrepreneurial skills, enabling them to engage in trade and develop independent businesses. This dual expertise reflects the program's emphasis on fostering economic independence alongside spiritual dedication.

The success of this first cohort underscores the effectiveness of the Ma'had Aly Ki Bagus Hadikusumo Sukoharjo program in achieving its goals. By equipping students with a combination of religious knowledge, teaching capabilities, and entrepreneurial skills, the program has laid a solid foundation for producing well-rounded individuals who are ready to contribute to society in multiple dimensions.

## Discussion

In an effort to optimize education management through independent preaching based on the Qur'an at Ma'had Aly Ki Bagus Hadikusumo Sukoharjo, it is very important to refer to QS. Ali Imran: 104 which emphasizes the need for a group of people who call to goodness, enjoin what is good, and prevent what is evil. The implementation of this verse is reflected in the curriculum that integrates preaching and economic skills, producing preachers who are not only competent in religious knowledge but also economically independent. Communication in preaching according to the Qur'an, as described in various terms such as *qaulan ma'rufa* and *qaulan baligha*, describes the need to speak well, clearly, and full of wisdom. This is in line with the principles of Ma'had Aly, which aims to form independent preachers who have integrity and commitment, ready to face the challenges of the times with an effective preaching approach and in accordance with Islamic teachings.

In addition, optimization involves the application of effective managerial strategies to form dai who are not only experts in religious knowledge, but also economically independent. By integrating the principles of the Qur'an into the curriculum and managerial practices, Ma'had Aly has succeeded in developing dai who are able to face the challenges of the times and contribute to society. This reflects the implementation of the principles of the Qur'an in creating competent and independent da'wah leaders.

Institutional data shows that Ma'had Aly Ki Bagus Hadikusumo Sukoharjo has successfully implemented the education management of independent Dai based on the Qur'an effectively. With the vision of becoming a progressive independent dai education institution and the mission of producing Dai who are intelligent in da'wah and economically independent, this institution has integrated a curriculum that combines religious knowledge and practical skills. This approach not only prepares Dai to face the challenges of the times but also ensures that they can contribute significantly to society, in accordance with the principles of the Qur'an.

The results of interviews with the founders of Ma'had Aly Ki Bagus Hadikusumo Sukoharjo, Dr. Sri Lahir, MPd, and Drs. Muhammad Safrudin DM, reveal that the purpose of establishing this

institution is to produce quality preachers to meet the increasing need for preaching amidst the shortage of ulama. They emphasize the importance of equipping preachers with preaching skills and economic independence, especially in responding to the challenges of the digital era and the shortage of ulama. Fatah Suparman, SPdI, MPsi, adds that the institution's vision is to advance Islamic preaching by combining intensive training and economic development. The concept of "Independent Dai" is expected to produce preachers who are not only skilled in preaching but also economically independent, ready to face various challenges of the times.

The results of the first batch of education at Ma'had Aly Ki Bagus Hadikusumo Sukoharjo provide a complex picture of the effectiveness of the Independence Dai program. After completing the four-semester education period, the participants reveal variations in the achievement of da'wah skills and economic independence. Several Dai, such as Barik Pradana As-Sifa' and Ali Muttaqin, show good achievements in both aspects, namely da'wah and business development. They are not only able to carry out da'wah duties well but also manage their economy independently, which reflects the successful integration of the programs taught. However, there are also challenges faced by several other participants. For example, Artyas Fattah Pradhipta and Achmad Hidayat show deficiencies in da'wah skills and business development, indicating that they had not fully met the expected standards. This indicates the need for evaluation and adjustment of the curriculum to improve their skills. The diversity of results emphasizes the importance of a more focused approach and adaptive strategies in the learning process to ensure that all Dai achieve an optimal balance between da'wah skills and economic independence. This adjustment is important to maximize the effectiveness of the Independence Dai program in a broader context.

The implementation of educational management at Ma'had Aly Ki Bagus Hadikusumo Sukoharjo has proven that with proper planning, organizing, directing, and evaluation, independent Dai education can run effectively and produce Dai who are ready to face the challenges of the times. This study is expected to be an example and motivation for other Islamic educational institutions to adopt da'wah management in producing professional and competent Dai.

## Conclusion

The results of the study indicate that Islamic education management through da'wah includes planning, organizing, directing, and supervising, in order to produce professional and competent Dai. The application of the principles of the Qur'an in the management of Islamic education at Ma'had Aly Ki Bagus Hadikusumo Sukoharjo can improve the quality and results of independent Dai education. This institution integrates the principles of the Qur'an in every managerial aspect, from planning to evaluation, to ensure that the education provided is not only in accordance with Islamic values but also meets the standards of economic independence.

By adopting a method based on the teachings of the Qur'an, Ma'had Aly has succeeded in forming preachers who are not only competent in preaching but also economically independent, in line with the objectives of the study. This approach differs from previous methods that are more general and broader, providing specific and targeted contributions in increasing the effectiveness of independent preacher education. The success of this institution shows that the application of the principles of the Qur'an in depth in the managerial aspects of education can significantly improve the quality of education and the final results of the independent preacher program.

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