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THE DYNAMICS OF ISLAMIC EDUCATIONAL INSTITUTIONS MANAGEMENT

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Abstract	This research aims to explain the dynamics of Mathla'ul Anwar educational institution from a management perspective. This research type is qualitative with a Library Research approach. The research data is in the form of data about The dynamics of Mathla'ul Anwareducational institution from its management aspect from primary sources in the form of books on the dynamics of educational institutions, Mathla'ul Anwar educational institutions, book development institutions in Islamic education and relevant journals. Data collection techniques were carried out using documentation studies. The researchers' data sources were obtained from books and journals about the dynamics of Mathla'ul Anwar educational institution from a management perspective. Data analysis uses Content Analysis. Based on the research results obtained, the dynamics of Mathla'ul Anwar educational institution in terms of management shows that this institution has succeeded in integrating various important elements in education to achieve its main goals. With a strong historical background and commitment to Islamic values, Mathla'ul Anwar continues to innovate and adapt to changing times. Management aspects, which include planning strategies, organizational structure, curriculum development, monitoring, and evaluation, as well as the development of human resources and facilities, have been implemented well. Overall, effective and efficient management at Mathla'ul Anwar has produced an educational institution that not only focuses on academic achievement but also builds the character and morals of students. This institution is able to face challenges and make good use of opportunities, continuing to be committed to producing a generation of knowledge, faith, and piety. Through good management, it is hoped that Mathla'ul Anwar can continue to make a meaningful contribution to the progress of education in Indonesia. Thus, this conclusion shows that the Mathla'ul Anwar educational institution continues to innovate and adapt to changing times and can make a positive contribution to creating a better educational institution.
Keywords	Management Aspects, Dynamics of Educational Institutions, Mathla'ul Anwar.

INTRODUCTION

Mathla'ul Anwar, founded in 1916 in Menes, Banten, is one of the oldest Islamic educational institutions in Indonesia. Since its inception, this institution has aimed to improve the quality of Islamic education and spread Islamic values in Indonesian society (Al Ghifari 2022). Throughout his journey, Mathla'ul Anwar has experienced various dynamics that have influenced his management, both internally and externally. These developments include changes in national education policies, developments in information technology, and social and economic challenges that must be faced. As an organization that has been around for more than a century, Mathla'ul Anwar has demonstrated the ability to adapt to changing times (Aini 2022). Management transformation is a necessity when facing new challenges. In this context, Mathla'ul Anwar must make curriculum adjustments, increase human resource competence, and develop educational infrastructure. Effective and efficient management is needed to coordinate these various aspects in order to achieve the expected educational goals.

The need for professional management at Mathla'ul Anwar is increasingly felt along with the increasing complexity of the challenges faced. Good management does not only focus on administrative aspects but also includes managing human resources, finances, and educational innovation. In the globalization era and information technology, Mathla'ul Anwar must be able to compete with other educational institutions by implementing modern and adaptive management (Dipraja, 2019). This is important so that Mathla'ul Anwar can continue to be relevant and provide quality education to its students. The challenges faced by Mathla'ul Anwar are not small. Frequent changes in national education policies require this institution to always be ready to adapt. Apart from that, developments in information technology have forced Mathla'ul Anwar to integrate technology into the learning process. Competition with other educational institutions, both religious and general-based, is also pressure in itself (Bahri and Muhajir. However, each of these challenges also brings opportunities to innovate and improve the quality of education offered. In facing challenges and taking advantage of these opportunities, Mathla'ul Anwar is committed to continuing to improve the quality of its management. Strategic steps are taken to ensure that all aspects of management, from planning, organizing, and implementation to monitoring and evaluation, run well. Good management is expected to support the achievement of Mathla'ul Anwar's vision and mission of producing a generation of knowledge, faith, and piety (Hermawan et al., 2021)

Human resources (HR) are Mathla'ul Anwar's main asset. Increasing of teachers competency and staff through training and continuing education is the main focus (Suparman et al. 2020). Recruitment and placement are also carried out to ensure that the remaining teaching staff are of good quality. Effective human resource management is expected to increase motivation and performance, thereby having a positive impact on the quality of education provided to students. Finance and funding are other crucial aspects of Mathla'ul Anwar's management (Nurlia and El Furqon 2018). Transparent and accountable financial management is very important to support the sustainability of educational programs. The main sources of funding come from student fees, donations, and assistance from the government and private parties. The efficient and targeted use of funds is expected to improve the facilities and education quality at Mathla'ul Anwar (Efendi and Sholeh 2023).

Innovation in teaching and learning methods is an important focus for Mathla'ul Anwar. This institution strives to keep up with technological developments by implementing a digital-based learning system. Apart from that, developing educational facilities such as libraries, laboratories, and comfortable classrooms is also a priority (Khasanah et al., 2022). This innovation is expected to increase students' interest in learning and produce graduates who are competent and ready to face future challenges. Mathla'ul Anwar realizes that innovation in teaching and learning methods is a key element in improving the quality of education. In an effort to keep up with rapid technological developments, this institution implements a digital-based learning system. The application of technology in the teaching and learning process includes the use of educational software, e-learning platforms, and interactive digital media (Matdravi, n.d.). This not only helps students to understand the lesson material more easily but also increases their involvement in the learning process. Digital technology use allows Mathla'ul Anwar to provide wider and more flexible access to learning materials (Arafat et al., 2022). Students can access study materials anytime and anywhere via their devices. Apart from that, this technology allows teachers to deliver material in a more interesting and interactive way, such as through learning videos, simulations, and animations. The application of technology in education also facilitates independent learning, where students can learn at their own pace and style (Suparman et al., 2020).

Building educational facilities is also a priority for Mathla'ul Anwar. The library as a learning resource center continues to be improved by increasing the collection of books and digital learning resources. Science, technology, and skills laboratories are also equipped with adequate equipment.

This facility aims to support practical and experimental learning, which is essential for an in-depth understanding of concepts and the application of theory in practice (Rosidin, 2018). A comfortable and modern classroom is another important factor in creating a conducive learning environment. Mathla'ul Anwar strives to provide classrooms equipped with the latest technology, such as projectors, computers, and internet connectivity. The classroom design is also designed to support active and collaborative learning methods, where students can work together in groups and participate in class discussions (Nirmayanthi et al., 2024). It is hoped that a comfortable learning atmosphere can increase student motivation and concentration. It is hoped that these innovations can increase students' interest in learning and produce graduates who are competent and ready to face future challenges. By utilizing digital technology and developing educational facilities, Mathla'ul Anwar is committed to providing education that is relevant to the needs of the times. Students are not only taught academic knowledge but also 21st-century skills such as digital literacy, critical thinking skills, creativity, and communication skills. Furthermore, Mathla'ul Anwar also tries to involve parents and the community in the education process (Wilujeng et al., 2020). By utilizing communication technology, such as school applications and social media platforms, this institution seeks to build effective communication with parents. It is hoped that parent and community participation can provide additional support for students' educational development. Overall, Mathla'ul Anwar's innovative teaching and learning methods demonstrate this institution's commitment to providing quality education that is relevant to current developments. By continuing to innovate and adapt, Mathla'ul Anwar hopes to give birth to a generation that is not only knowledgeable and faithful but also ready to compete and contribute to global society (Na'im, 2021).

Mathla'ul Anwar also tries to build cooperation with various parties, including the government, other educational institutions, and community communities. It is hoped that this collaboration can strengthen existing support and resources so that educational programs can run more effectively. Apart from that, Mathla'ul Anwar also tries to continue to update and adapt educational programs according to the needs and developments of the times. (Masrur, Kholis, and Kusuma 2023). The background to the dynamics of Mathla'ul Anwar educational institution from the management aspect reflects a long journey of facing various challenges and opportunities. With professional, adaptive, and innovative management, Mathla'ul Anwar strives to continue to improve the quality of education and make a meaningful contribution to society. Through good management, this institution hopes to give birth to a generation of knowledge, faith, and piety and

be able to face the challenges of the times.

According to Suryadi Ahmad (2024), Ahmad highlighted the importance of the role of teachers and leadership in encouraging educational dynamics. Teachers, as agents of change, must continue to develop their competencies and skills to adapt to current developments. In addition, school principals and other educational leaders must be able to create an environment that supports innovation and change (Suryadi, 2024). Meanwhile, Fadjarazani (2020) emphasizes the importance of community participation and collaboration in education. Education is not only the responsibility of government and schools but must also involve parents, the community, and various other stakeholders. This collaboration can help create a more comprehensive and supportive learning environment (Fadjarajani et al., 2020). According to Tolchah (2015), improving the quality of education is the main key to the dynamics of education. This includes improving the quality of teaching, educational facilities, and evaluation and assessment systems. Improving the quality of these reforms must be the main focus of every educational effort. By understanding views on the dynamics of education, we can gain insight into how education systems can develop and adapt to meet the changing needs of society. This view emphasizes the importance of innovation, collaboration, and quality in efforts to improve the education system as a whole.

Research conducted by Ahmad Sudaryo in 2024 stated that the dynamics of Islamic education in Indonesia include a long history, adaptation to diversity, the relationship between religion and state, as well as the impact of reform and globalization. Challenges such as extremism, improving the quality of education, and the role of society also influence the dynamics of Islamic education (Sudaryo, 2024). Subsequent research conducted by Royhatudin in 2024 found that education developed by MA, such as Islamic boarding schools, madrasas, and schools, was placed as an internal political instrument in the formation of their ideological identity, which had religious developments and dynamics that manifested through existing movements in educational institutions by encouraging organizations to be more intensive. And open through the contestation of religious ideologies, which ultimately expands networks among internal administrators both at the local and national levels (Royhatudin, 2024). Further research conducted by Unar Sidiq in 2015 stated that empirically, planning strategies from the management aspect of educational institutions can be useful in helping to emphasize focus on things that are truly important, considering the ease of organizations in determining activity priorities and optimizing efficiency. Organization, providing support for smooth communication in explaining the objectives of the strategy. The

concept of vision is very important in educational management (Sidiq, 2015). Apart from that, research conducted by Syarifah in 2023 stated that Managing the formal process of realizing knowledge and skills, known as education, is not an easy task. To speed up this process, it is necessary to manage all related matters, including those that are not directly related to teaching - educational management. Educational management is related to the administration of all affairs within an academy. Usually, education managers are not given teaching duties, and if they are given teaching duties, they are reduced so that they focus on school affairs (Syaripah, 2023). Subsequent research conducted by Ramdani in 2023 emphasized that quality is the quality of an institution where the institution has its own characteristics that other institutions do not have but can be an example for other institutions. However, in reality, there are still many institutions that are not aware of the importance of implementing strategic management, so these institutions can create institutions that are of good quality, especially in Islamic educational institutions. Educational institutions must have various strategies for developing their education, one of which is by pouring it into their vision and mission (Ramdani, Furthermore, Marco Antonio's research in 2023 stated that considering the need for good management skills in managing a good education system and how the system works as a bureaucracy. Considering how important good management skills are in creating a good system, this journal was created by looking at the existing reality of how the system itself is. Good management will create a good educational bureaucracy, and good bureaucracy will also produce a good educational management system, and this will have an impact on improving the quality of education. In this journal, we try to open readers' way of thinking about the importance of good management in the educational bureaucracy and education system (Antonio et al., 2023).

The results of the literature review show that management aspects are very important in maintaining and developing educational institutions. Good management not only helps educational institutions continue to operate efficiently but also achieve their strategic goals optimally. Good management helps manage educational institutions' resources efficiently, including workforce, funds, and infrastructure. With effective management, institutions can avoid waste and maximize the use of available resources. Adaptive management helps educational institutions adapt to environmental changes, such as changes in educational policies, technological developments, and socio-cultural dynamics. This allows institutions to remain relevant and competitive in an ever-changing era. Overall, the management aspect not only plays a role in maintaining the operational

continuity of educational institutions but also in improving the quality of education offered. Good management is the basis for creating an effective learning environment, motivating teaching staff and students, and achieving long-term educational goals. Apart from explaining The dynamics of Mathla'ul Anwareducational institution, the review article also explains the steps for starting education management. It is hoped that all components of educational institutions need to work together by creating synergy and good coordination in order to achieve maximum goals. Management strategies in improving education are an important need that must be met. In the research conducted, researchers wanted to know the dynamics of Mathlaul Anwar's education from a management aspect.

This research aims to understand, analyze, and identify the dynamics of Mathla'ul Anwar educational institution from a management perspective. Researchers want to know the special challenges faced by the Mathla'ul Anwar educational institution in terms of its management aspect in developing itself, both in terms of educational quality, accreditation, improving facilities, and other aspects. Research to understand how good educational management can have a positive impact on the development of Islamic educational institutions, such as improving the quality of education, student growth, and increasing reputation. Increase awareness among managers and stakeholders of Islamic educational institutions about the importance of good management in achieving their educational goals. Contribute new knowledge in the Islamic education management domain to support further research and development of theory and practice.

METHOD

This research type is qualitative with a Library Research approach (Dwiyanto, 2002). The researcher explains how the dynamics of Mathla'ul Anwar educational institution are seen from a management perspective. The research data is in the data form about the importance of educational management, Mathla'ul Anwar educational institutions from primary sources in relevant books form and journals. Data collection techniques are carried out using documentation studies in document form in the field, according to the findings, reviewed, analyzed, and presented as results or discussion. The researcher's data sources were obtained from books on educational management, Development of the Mathla'ul Anwar Islamic educational institution, and reviewing ten journal articles related to the Mathla'ul Anwar Islamic educational institution from the management aspect using search data collection techniques from e-journals obtained via Google school children. Journal

of dynamics about educational institutions, Mathla'ul Anwar educational institutions from the management side. Data analysis uses Content Analysis. The researcher carried out a critical analysis of the dynamics of Mathla'ul Anwar educational institution from its management aspect with educational management theories and a relevant discussion of educational institutions. Furthermore, researchers also compared it with several related studies (Danandjaja, 2014).

FINDINGS AND DISCUSSION

Findings

Mathla'ul Anwar (MA) was Founded in 1916 in Menes, Banten, as one of the oldest Islamic educational institutions in Indonesia. This institution was founded with the aim of advancing education and fighting for Islamic teachings. For more than a century, Mathla'ul Anwar has experienced various changes and developments that reflect the dynamics that exist within this management institution. The dynamics of Mathlaul Anwar educational institution from the management aspect can be described as follows:

Table 1. The Dynamics of Management Aspects of Educational Institutions

No.	Management Aspects	Orientation
1.	Planning Strategy	Mathla'ul Anwar has formulated a clear vision, mission, and strategic objectives to guide its activities. The vision of this institution is to create a generation of knowledge, faith, and piety. Planning strategies include determining long-term direction and goals that include academic and spiritual aspects. With careful planning, Mathla'ul Anwar can direct his resources and programs to achieve these goals.
2.	Organizing	Effective organization is one of the keys to Mathla'ul Anwar's success. A clear organizational structure and a good division of tasks enable each unit and individual to work optimally. Every school or madrasah under the auspices of Mathla'ul Anwar has a school principal, teachers, and administrative staff who carry out their duties in accordance with their respective roles and responsibilities.
3.	Implementation of Educational Programs	Implementation of the educational program at Mathla'ul Anwar involves the implementation of a curriculum that has been designed. The curriculum implemented combines general education with Islamic religious education so that students receive a holistic education. Apart from that, this institution also organizes various extracurricular activities to develop students' talents and interests.
4.	Monitoring and Evaluation	Monitoring and evaluation are carried out regularly to ensure that educational goals are achieved and the quality of education is maintained. Mathla'ul Anwar has an evaluation mechanism that includes assessing teacher performance, student achievement, and the effectiveness of educational programs. The results of this evaluation are used to make necessary improvements and adjustments.
5.	Human Resource Development	Human resource (HR) development is Mathla'ul Anwar's main focus. This institution seeks to improve the competence of teachers and staff through various training programs and workshops. Teacher recruitment is carried out by selection to ensure good teaching quality. Effective human resource management is expected to increase motivation and performance, which has a positive impact on the quality of education.

6.	Financial Management and Funding	Transparent and accountable financial management is very important for the sustainability of educational programs at Mathla'ul Anwar. The main sources of funding come from student fees, donations, and assistance from the government and private parties. The efficient and targeted use of funds allows this institution to improve its educational facilities and support the various programs it carries out.
7.	Innovation in Teaching Methods	Innovation in teaching and learning methods is an important focus for Mathla'ul Anwar. This institution strives to keep up with technological developments by implementing a digital-based learning system. Apart from that, developing educational facilities such as libraries, laboratories, and comfortable classrooms is also a priority. This innovation is expected to increase students' interest in learning and produce competent graduates.
8.	Collaboration and Partnership	Mathla'ul Anwar builds collaboration with various parties, including the government, other educational institutions, and community communities. This collaboration aims to strengthen available support and resources, as well as expand the reach of educational programs. The participation of parents and the community in the educational process is also expected to provide additional support for student development.
9.	Infrastructure and Facilities Management	Mathla'ul Anwar's priority is to develop and improve educational infrastructure and facilities. Facilities such as a complete library, adequate laboratories, and comfortable classrooms really support the learning process. Good facilities not only create a conducive learning environment but also attract the interest of students and parents.

In strategic planning, Mathla'ul Anwar has formulated a clear vision, mission, and strategic objectives to direct its activities. The vision of this institution is to create a generation of knowledge, faith, and piety. Planning strategies include determining long-term direction and goals that include academic and spiritual aspects. In the field of effective organization, it is one of the keys to Mathla'ul Anwar's success. A clear organizational structure and a good division of tasks enable each unit and individual to work optimally. Implementation of the educational program at Mathla'ul Anwar involves the implementation of a curriculum that has been designed. The curriculum implemented combines general education with Islamic religious education so that students receive a holistic education. Apart from that, this institution also organizes various extracurricular activities to develop students' talents and interests. Monitoring and evaluation are carried out regularly to ensure that educational goals are achieved and the quality of education is maintained. Mathla'ul Anwar has an evaluation mechanism that includes assessing teacher performance, student achievement, and the effectiveness of educational programs. The results of this evaluation are used to make necessary improvements and adjustments. Human resource (HR) development is Mathla'ul Anwar's main focus. This institution seeks to improve the competence of teachers and staff through various training programs and workshops. Human resource (HR) development is Mathla'ul Anwar's main focus. This institution seeks to improve the competence of teachers and staff through various training programs and workshops. Teacher recruitment is carried out by selection to ensure

good teaching quality. Effective human resource management is expected to increase motivation and performance, which has a positive impact on the quality of education.

Transparent and accountable financial management is very important for the sustainability of educational programs at Mathla'ul Anwar. The main sources of funding come from student fees, donations, and assistance from the government and private parties. The efficient and targeted use of funds allows this institution to improve its educational facilities and support the various programs it carries out. Innovation in teaching and learning methods is an important focus for Mathla'ul Anwar. This institution strives to keep up with technological developments by implementing a digital-based learning system. Mathla'ul Anwar builds collaboration with various parties, including the government, other educational institutions, and community communities. This collaboration aims to strengthen available support and resources, as well as expand the reach of educational programs. Facilities such as a complete library, adequate laboratories, and comfortable classrooms really support the learning process. Good facilities not only create a conducive learning environment but also attract students and parents. The dynamics of Mathla'ul Anwareducational institution from a management aspect shows that this institution is able to adapt to changing times and existing challenges. With effective management, Mathla'ul Anwar has succeeded in improving the quality of education and making a significant contribution to society. It is hoped that this institution can continue to innovate and adapt to produce a generation that is knowledgeable, faithful, devout, and ready to face future challenges.

Based on the study of this article, Saputra stated that management is the heart of an organization. To obtain a quality educational process, namely by having educational components that are followed in the educational process itself. Therefore, management is interesting to study, especially in improving the administration of an educational institution. An educational institution can be said to be of quality if its educational input, processes, and output meet the needs requested by users of educational services, both internal and external. The concepts contained in educational management require new innovations to create useful quality education. To realize quality Islamic education, strategies must be implemented that are oriented to the needs and expectations of stakeholders (Saputra et al., 2022). Research, according to Yansyah, states that to understand further how Islamic management is implemented in the world of education In the globalization era. Of course, it must be the basis of ideal Islamic education with substitute educational management, so education must know the meaning of modern management and the urgency of its implementation.

The results of the research show that the application of management in the implementation of education in educational institutions must be upheld by human resources and other resources used to determine the authoritative implementation of higher education to achieve reliable quality graduates, gathering this personnel in order to provide inspiration, coordination, and coordination. Drivers to work together well and harmoniously. This must be resolved to answer the difficulties of the times in the ongoing era of globalization (Yansyah et al., 2023). Research, according to Darmansyah, states that the Education System influences Islamic Education Management, Education Management influences Islamic Education Management, and Education Personnel influences Islamic Education Management (Darmansyah & Us, 2022). Research, according to Sulaeman, states that Islamic educational institutions really need to implement management to make schools an integral part of society, not a separate community institution. The right to life and survival of the school depends on the community; the school is a social institution that functions to serve member communities in the field of education; schools and societal progress are mutually exclusive; both need each other (Sulaeman, 2018). Research according to Tenwiramu states that the Tri educational centers are three centers or basic educational references. In Islam, everyone is required to study religious education so that they have knowledge so that they are able to actualize religious values and faith as instructed in the Islamic religion itself. This research aims to determine the role of Islamic education management in the three education centers. The results of the research show that Islamic education management has a big role in the three education centers, where the existence of Islamic education management will provide a reference in a management system based on Islamic values which can be used for any purpose, whether in the family, school or community environment (Tenriwaru et al., 2022).

This research journal examines the role of Islamic education management in the development of educational institutions and society. The findings obtained show that the role of Islamic education management in educational institutions can be viewed from several aspects, namely curriculum management, students, personnel, facilities and infrastructure, administrative management, finance, and public relations. Meanwhile, the role of management in community development can be seen from the learning methods carried out by teaching staff in instilling the value of tolerance in each student to respond to the diversity that exists in society, as well as the existence of professional researchers who have contributed to producing work that can build the nation through education, as well as having management knowledge. And leadership by becoming

an educational consultant (Fauzi and Fajrin 2022).

Research conducted by Ahmad Sudaryo stated that the dynamics of Islamic education in Indonesia involve a long history, adaptation to diversity, the relationship between religion and the state, as well as the impact of reform and globalization. Challenges such as extremism, improving the quality of education, and the role of society also influence the dynamics of Islamic education (Sudaryo, 2024). Subsequent research conducted by Royhatudin proposed the finding that education developed by MA, such as Islamic boarding schools, madrasas, and schools, was placed as an internal political instrument in the formation of ideological identity, which had religious developments and dynamics that manifested through existing movements in educational institutions by encouraging organizations to be more intensive and national openness through contestation of religious ideology, which ultimately expands networks among internal administrators both at the local and international levels. This will have an impact on MA education because it can strengthen the view that Islamic boarding schools, madrasas, and schools have double standards, on the one hand being part of the national education system with various regulations in it, on the other hand, ideological interests are still being promoted through various strategies and efforts in which Islamic boarding school education through religious, social and da'wah practices can be synergized with formal educational institutions, namely madrasas. Meanwhile, schools with an eclectic modernist style have succeeded in placing more modern educational institutions despite the tug-of-war between conservatism and modernity and locality (Royhatudin, 2024). Further research conducted by Unar Sidiq stated that empirically, planning strategies from the management aspect of educational institutions can be useful in helping to emphasize focus on things that are truly important, considering the ease of organizations in determining activity priorities, optimizing organizational efficiency, providing support for smooth communication in explaining the objectives of the strategy. Strategy assists in gathering support from internal and external stakeholders, helps crystallize a better understanding of the possible impact on future decisions, and improves coordination between various activities and various units. The concept of vision is very important in educational management (Sidiq, 2015). In addition, research conducted by Syarifah states that managing the process of conveying formal knowledge and skills, known as education, is not an easy task. There are many factors to consider, as well as opportunities to take advantage of and threats to be aware of. As said, education is a formal process in which a set of knowledge and skills are added from instructors, teachers, and professors to students. To speed up this process, it is necessary to

manage all related matters, including those that are not directly related to teaching - educational management. Educational management is related to the administration of all affairs within an academy. Usually, education administrators are not given teaching duties, and if they are given teaching duties, they are reduced so that they can focus on school affairs (Syaripah, 2023)

Quality is an institution where the institution has its own characteristics that other institutions do not have, but it can be an example for other institutions. However, in reality, there are still many institutions that are not aware of the importance of implementing strategic management, so these institutions can create institutions that are of good quality, especially in Islamic educational institutions. Strategic management is the right way to guarantee the quality of education in Islamic educational institutions. The strategy is to foster critical and creative thinking so that it can create intelligent people who can develop themselves to a social and humanitarian level. Educational institutions must have various strategies for developing their education, one of which is by pouring it into their vision and mission. Each institution must have a clear vision and mission so that the direction of education it wants to achieve becomes clearer and more measurable and will produce good quality education (Ramdani, 2023). Furthermore, Marco Antonio's research stated that considering the need for good management skills in formulating a good education system and how the system works as a bureaucracy. Considering how important good management skills are in creating a good system, this journal was created by looking at the existing reality of how the system itself is. Good management will create a good educational bureaucracy, and good bureaucracy will also produce a good educational management system, and this will have an impact on improving the quality of education. In this journal, we try to open readers' way of thinking about the importance of good management in the educational bureaucracy and education system (Antonio et al., 2023).

Based on the explanation above, educational management is a very important aspect in the world of education, one of which is maintaining an educational institution so that it continues to exist with current developments. It plays a major role in ensuring efficiency, effectiveness, and improvement of the education system. One of the reasons why management is very important is because it helps in the efficient allocation of resources such as budget, facilities, and personnel. This helps educational institutions to maximize the use of limited resources. Educational management involves planning strategies to achieve long-term educational goals. This involves developing work plans, visions, and missions of educational institutions. Through good management, educational

institutions can continue to improve the quality of the education they offer. Thus, management is an important aspect of developing a quality and sustainable education system. This affects not only educational institutions but also the social and economic progress of a country.

Discussion

Mathla'ul Anwar (MA) was Founded in 1916 in Menes, Banten, with the main aim of advancing Islamic education and fighting for Islamic teachings in Indonesian society. In the course of more than a century, this institution has experienced various changes and dynamics that have affected aspects of its management. Mathla'ul Anwar not only focuses on religious education but also on general education, thereby producing a generation that is balanced in science and faith. (Nirmayanthi, Azisah, and Wayong 2024). This strong background is the basis for every policy and innovation implemented in management institutions. Since its founding, Mathla'ul Anwar has been committed to integrating religious values into education (Syarif, 2021). This approach aims to shape the character of students who have noble character and broad knowledge. As time goes by, Mathla'ul Anwar continues to innovate in the curriculum and teaching methods to adapt to current developments. This institution understands that good education must be able to answer current and future challenges (Hardiansyah et al., 2022).

Mathla'ul Anwar faces various challenges in managing educational institutions that cover various levels, from basic education to higher education. Effective and efficient management is very necessary to ensure that all educational programs run according to plan and achieve the stated goals (Al Ghifari 2022). One of the important steps taken by Mathla'ul Anwar was the implementation of a modern management system, which includes the use of information technology in administration and data management. In an effort to improve the quality of education, Mathla'ul Anwar also focuses on developing human resources (Suryadi 2024). Teachers and support staff are provided with ongoing training and education to improve their competencies and skills. Recruitment is carried out by placement to ensure that the teaching staff who join have the appropriate qualifications and a high commitment to the vision and mission of the institution. Good human resource management is the key to success in creating a conducive learning environment (Nurdin 2023).

Educational development facilities are also Mathla'ul Anwar's main concern. This institution continues to strive to provide adequate facilities, such as comfortable classrooms, a complete library, and adequate laboratories. Good facilities are very important to support an effective and efficient

learning process (Adibah, 2021). Apart from that, Mathla'ul Anwar is also trying to develop an environmentally friendly infrastructure that supports welfare. Collaboration with various parties is an important strategy in developing Mathla'ul Anwar. This institution collaborates with the government, other educational institutions, and communities to strengthen the support and resources available. Through this collaboration, Mathla'ul Anwar can access more resources and expand the reach of educational programs. Parent and community participation is also expected to provide additional support for student development (Fajri & Ilmi, 2024).

Mathla'ul Anwar is also committed to implementing the principles of transparency and accountability in financial management. The main sources of funding come from student fees, donations, and assistance from the government and private parties. Good fund management ensures that all resources are used efficiently and on target. Transparency in financial management also helps build trust from various parties who provide financial support. Innovation in teaching methods is an important focus for Mathla'ul Anwar (Syarifuddin, 2017). This institution strives to keep up with technological developments by implementing a digital-based learning system. The use of technology in learning is expected to increase teaching effectiveness and student engagement. Apart from that, developing interactive and interesting teaching methods is also a priority to increase students' interest in learning. Monitoring and evaluation are important aspects of Mathla'ul Anwar's management. This institution periodically evaluates teacher performance, student achievement, and the effectiveness of educational programs (Nizah, 2016). The evaluation results are used to make necessary improvements and adjustments. Good supervision helps identify problems and opportunities to improve the quality of education continuously. Overall, the dynamics in Mathla'ul Anwar's management reflect this institution's commitment to continuing to develop and improve the quality of education (Efendi & Sholeh, 2023). With a clear vision, good planning strategies, and effective management, Mathla'ul Anwar strives to produce a generation of knowledge, faith, and piety. Innovation and adaptation to changing times are the keys to success in facing challenges and taking advantage of existing opportunities. It is hoped that this institution can continue to make a significant contribution to Indonesian society through quality education.

Management can improve educational institutions by implementing a series of strategies that focus on strategic planning, curriculum development, and improving human resources. First, management must establish a clear vision and mission and design a strategic plan that includes analyzing the current situation, identifying challenges and opportunities, and setting specific and

measurable targets. Curriculum development is also very important, with an emphasis on a balance between general and religious subjects, as well as developing students' character and skills (Deraman et al., 2022). In addition, management should invest in professional teacher development through continuous training, which includes the latest teaching methods and the use of educational technology. Adequate facilities and infrastructure must also be considered by ensuring that classrooms, libraries, and laboratories are always in good condition and support the teaching and learning process. Transparency and accountability in financial management are also important to maintain trust and ensure efficient use of the budget. Management must also encourage the use of technology in learning and communication, carry out regular evaluations, and monitor teacher and student performance to ensure continuous improvement. Good relationships with the surrounding community, including parents and alumni, can increase support and involvement in school activities. Lastly, inspirational and visionary leadership is very important to motivate all members of an educational institution, ensuring that they work to achieve the same goals with high enthusiasm and commitment. With a comprehensive and dynamic approach, management can create a quality and sustainable educational environment.

The planning strategy is one of the crucial aspects of Mathla'ul Anwar's management. This institution has a clear vision of creating a generation of knowledge, faith, and piety (Haris, 2019). This vision is the main guide in formulating missions and strategic objectives, which are prepared to take into account the needs and challenges of the times. In the globalization era and rapid technological development, Mathla'ul Anwar realizes the importance of adaptation and innovation to remain relevant and competitive (Warisno, 2019). Therefore, good strategic planning is the basis for every step and policy taken by this institution. Holistic curriculum development is one of the main focuses in Mathla'ul Anwar's strategic planning. The designed curriculum not only includes academic education but also character education and religious values. This holistic approach aims to form students who are not only intellectually intelligent but also have strong morals and ethics. Apart from that, the integration of technology in learning is also a priority (Mashuri, 2013). Mathla'ul Anwar seeks to utilize technological advances to increase the effectiveness and efficiency of the learning process. The use of educational software, e-learning platforms, and digital interactive media is part of this strategy. Good planning strategies enable Mathla'ul Anwar to remain relevant and adaptive to changes in the educational environment (Arafat et al., 2022). By setting clear goals and the right strategy, this institution can face challenges and take advantage of existing

opportunities. A proactive and innovative approach to planning strategies also helps Mathla'ul Anwar to continue to develop and improve the quality of education provided. Through a thorough planning strategy, Mathla'ul Anwar seeks to produce a generation that is ready to face future challenges armed with knowledge and noble morals. The dynamics of managing Islamic educational institutions involve various aspects that are interrelated and influence the overall quality of education (Wahidah et al., 2021). One of the key elements is clarity of vision and mission, which form the basis of all institutional activities and programs. Effective leadership, based on Islamic principles such as justice and example, is very important to direct and inspire all members of the institution. Good curriculum management must be able to harmonize general and religious subjects and always be evaluated and adapted to current developments (Rosyada, 2017). Human resources, especially teachers, are the main asset that must continue to be developed through training and recruitment selected based on competence and morals. Adequate facilities and infrastructure are also important factors in supporting the teaching and learning process, with maintenance carried out regularly to maintain the quality of the facilities. Good relationships with the surrounding community, including the involvement of parents and the community, can increase support and cooperation in achieving educational goals. Regular evaluation of teacher and student performance, as well as close supervision, ensures that the entire educational process runs according to standards. Transparent and accountable financial management is also important for the continuity of institutional operations. In addition, innovation and adaptation to environmental changes and technological advances are needed to improve the quality of education (AR 2018). Finally, instilling Islamic values in all aspects of education emphasizes the importance of developing students' character and morals, ensuring that they are not only intellectually intelligent but also have noble morals. Through comprehensive and dynamic management, Islamic educational institutions can produce a generation that is ready to face future challenges armed with strong knowledge and values.

Management in the context of developing Islamic education is very important and plays a crucial role. To understand the urgency of educational management in developing Islamic education, we need to identify several aspects. Improving the quality of education is largely determined by educational management, enabling Islamic schools and educational institutions to plan relevant and effective curricula, recruit qualified teaching staff, and ensure high educational standards. (Susanto et al. 2023). This is important to achieve the goal of quality education. Education

management helps manage resources such as funds, facilities, and equipment efficiently. With good management, Islamic schools can allocate resources wisely to maximize educational outcomes. Education management also involves long-term planning, which can help Islamic schools design a strong vision and mission (Amiruddin, 2017). It is important to direct the development of Islamic education in a direction that is in accordance with religious goals and values. Teaching Staff Development also involves managing the training and development of teaching staff. Quality and continuously improving staff will have a positive impact on the student learning experience. Compliance with Islamic Principles ensures that the entire educational process is in accordance with Islamic values. This includes selecting a curriculum that is in accordance with Islamic teachings, gender separation, and other aspects relevant to religion. Management involves monitoring and evaluating the educational process on an ongoing basis (Syarifuddin, 2017). This helps identify areas that require improvement and ensures that quality standards are maintained. Islamic education is not only about transferring knowledge but also about forming students' character and morals in accordance with Islamic teachings. Educational management can help create an environment that supports the development of character and religious values. Good education management also involves the community and parents in the education process. This can create strong support for Islamic education and strengthen ties between schools and communities (Supradi, 2020).

Based on this description, it can be concluded that educational management in the development of Islamic education is a key element in achieving the goals of education that is quality, religiously insightful, and relevant to the needs of society. (Suhartono and Patimah 2023). With effective management, Islamic schools can better carry out their role in forming a generation that is committed to Islamic values and able to compete in the modern world. The statement above is in line with relevant research that has been conducted by previous researchers, which shows that management is very important to implement in an educational institution. (Anita et al. 2022). Management is not only used in decision-making but also determines the development of an institution. Educational management involves planning strategies to achieve long-term educational goals. This involves developing work plans, visions, and missions of educational institutions. Through good management, educational institutions can continue to improve the quality of the education they offer. This includes curriculum updates, teacher training, and ongoing assessment. Educational management includes measuring student achievement, teacher performance, and overall institutional achievement. It is important to ask whether educational goals have been

achieved. So educational management is very determining in the development of an educational institution (Mustafida et al. 2022).

CONCLUSION

The dynamics of Mathla'ul Anwar educational institution from a management aspect show that this institution has succeeded in integrating various important elements in education to achieve its main goals. With a strong historical background and commitment to Islamic values, Mathla'ul Anwar continues to innovate and adapt to changing times. Management aspects, which include planning strategies, organizational structure, curriculum development, monitoring, and evaluation, as well as the development of human resources and facilities, have been implemented well. Careful strategic planning allows Mathla'ul Anwar to establish a clear vision and mission, as well as strategic goals that are relevant to the needs and challenges of the modern era. An effective organizational structure supports the implementation of holistic education programs, combining general and religious education. Continuous curriculum development is adapted to technological developments and student needs so that Mathla'ul Anwar remains relevant and competitive. Regular monitoring and evaluation ensure that every educational program and activity runs according to plan and achieves the expected results. Human resource development through cutting-edge training and recruitment increases the competence of teaching staff, while transparent and accountable financial management ensures efficient use of resources. Innovation in teaching methods and the development of educational facilities can create a conducive and interesting learning environment. Collaboration with various parties, including the government, other educational institutions, and the community, strengthens the support and resources available to Mathla'ul Anwar. Parent and community participation also makes an additional contribution to supporting student development. Overall, effective and efficient management at Mathla'ul Anwar has produced an educational institution that not only focuses on academic achievement but also builds the character and morals of students. This institution is able to face challenges and make good use of opportunities, continuing to be committed to producing a generation of knowledge, faith, and piety. Through good management, it is hoped that Mathla'ul Anwar can continue to make a meaningful contribution to the progress of education in Indonesia.

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