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Modern Islamic Boarding School Governance: Institutional Management, Human Resources, Economic Independence And Branding At Al-Zaytun Islamic Boarding School

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Abstract: The modernization of Islamic boarding school (pesantren) management has become an important issue in strengthening the competitiveness and sustainability of Islamic educational institutions in the contemporary era. However, studies examining pesantren governance through an integrated perspective that combines institutional management, human resource development, economic independence, and branding strategies remain limited. This study aims to analyze the governance revitalization implemented at Al-Zaytun Islamic Boarding School through these four dimensions. Al-Zaytun was selected as a case study because it represents one of the largest modern pesantren in Indonesia with an integrated educational, economic, and organizational management system. This research employs a qualitative descriptive approach using a case study method. Data were collected through observations, document analysis, and literature review. The findings reveal that Al-Zaytun has implemented an integrated governance model that combines religious education, professional institutional management, economic empowerment, and strategic branding. Its bureaucratic-transformative leadership pattern is supported by structured human resource management and productive business units that strengthen financial independence. In addition, digital communication and branding strategies contribute to maintaining public trust and institutional reputation. Practically, the findings provide a reference for pesantren managers in developing professional, sustainable, and adaptive governance systems while preserving Islamic educational values. The study concludes that the governance model implemented at Al-Zaytun offers a valuable framework that can be adapted by other pesantren seeking to strengthen institutional quality, economic resilience, and public legitimacy in the era of globalization.

Keywords: Governance, Modern Islamic Boarding School, Economic Independence, Professionalism.

INTRODUCTION

Islamic boarding schools (pesantren) are the oldest Islamic educational institutions in Indonesia and

have made significant contributions to the formation of the character, morality, spirituality, and culture of Muslim society. Since the early spread of Islam in



the Indonesian archipelago, pesantren have played an important role as centers of education, Islamic propagation (dakwah), and social development within the community. The existence of pesantren is not only a means of transferring Islamic knowledge, but also a medium for shaping moral values, discipline, independence, and leadership among students (santri). In a historical context, pesantren hold a strategic position in preserving Islamic values while maintaining local cultural identity amid the continuous flow of social change. According to Mastuhu (2020), pesantren possess a high level of adaptability to social changes, enabling them to maintain their existence in the midst of modernization without losing their primary characteristics as Islamic educational institutions grounded in religious values.

In their development, pesantren are no longer understood solely as traditional educational institutions

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focused on the study of Qur'an and religious instruction, but also a concrete step in applying and practicing the teachings contained in the Qur'an. Today, many pesantren have transformed into modern educational institutions by integrating formal education, technology, life skills, entrepreneurship, and community economic empowerment. This modernization is carried out as a response to societal demands and the challenges of globalization, which require Islamic educational institutions to produce religious, high-quality, and competitive human resources. This transformation demonstrates that pesantren possess flexibility in adapting to the advancement of science and technology without abandoning their Islamic identity.

The transformation of pesantren toward a modern management system has become an essential necessity in facing the challenges of globalization,



digitalization, and the rapid development of information technology. Professional governance of Islamic educational institutions is a key indicator in improving educational quality, organizational effectiveness, management transparency, and public trust in pesantren institutions. Professional management is required so that pesantren can optimally perform their educational functions in academic, administrative, and public service aspects. According to E. Mulyasa (2021), educational institutions managed professionally will have greater competitiveness in improving educational quality, institutional effectiveness, and public service quality.

In addition to functioning as educational institutions, pesantren are now also developing as centers of community economic empowerment. Many pesantren have begun establishing productive business units such as cooperatives, agriculture, livestock

farming, trade, and creative industries as part of efforts to strengthen the economy of both the pesantren and the surrounding community. This condition requires a structured, systematic, and integrated governance system so that all institutional activities can operate effectively and sustainably. Such governance includes strengthening institutional structures, developing human resource management, implementing transparent economic and financial management, and building institutional image strategies through branding and digital public relations. According to Azyumardi Azra (2019), the modernization of pesantren is part of an effort to build Islamic educational institutions capable of responding to the needs of modern society without abandoning their identity, traditions, and Islamic values.

Amid the development of modern pesantren in Indonesia, Pesantren Al-Zaytun has become one of the Islamic



educational institutions that is interesting to study. This pesantren is known for having a large-scale institutional management system supported by integrated educational, economic, and infrastructure facilities. Al-Zaytun implements a modern educational concept based on economic independence, strengthening organizational governance, and planned human resource development. Furthermore, this pesantren also possesses an administrative and institutional management system that is relatively more modern compared to many pesantren in general. With its large institutional capacity, Al-Zaytun represents one example of a pesantren attempting to integrate religious education, formal education, and economic empowerment within a unified management system.

The study of revitalizing pesantren governance is important in understanding how modern pesantren

can establish effective management systems in facing social, economic, and technological dynamics in the modern era. Governance revitalization is not only related to improving institutional administration, but also includes strengthening leadership, enhancing the quality of human resources, increasing curriculum effectiveness, achieving economic independence, and developing communication and institutional branding strategies for the wider community. Good governance will positively impact educational quality improvement, institutional sustainability, and public trust in pesantren as modern Islamic educational institutions.

Based on the explanation above, this study aims to analyze the revitalization of pesantren governance at Pesantren Al-Zaytun through four main aspects: institutional structure and leadership, human resource and curriculum management, economic and



financial strategies, as well as branding and public relations. This research is expected to contribute academically to the development of modern Islamic education management and serve as a reference for other pesantren in developing professional, adaptive, and sustainable governance systems in the era of globalization.

The study of revitalizing pesantren governance is important in understanding how modern pesantren can establish effective management systems in facing social, economic, and technological dynamics in the modern era. Governance revitalization is not only related to improving institutional administration, but also includes strengthening leadership, enhancing the quality of human resources, increasing curriculum effectiveness, achieving economic independence, and developing communication and institutional branding strategies for the wider community. Good governance will

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positively impact educational quality improvement, institutional sustainability, and public trust in pesantren as modern Islamic educational institutions.

Based on the foregoing discussion, this study aims to analyze the revitalization of governance at Al-Zaytun Islamic Boarding School through four interconnected dimensions: institutional structure and leadership, human resource and curriculum management, economic and financial strategies, and branding and public relations. Unlike previous studies that primarily focus on individual aspects of pesantren development, this research adopts an integrated governance perspective to examine how these dimensions collectively contribute to institutional sustainability and competitiveness. The study is expected to contribute to the literature on Islamic educational management by providing a comprehensive governance framework



that may serve as a reference for other pesantren seeking to develop professional, adaptive, and sustainable management systems in the era of globalization.

METHOD

This study employs a qualitative approach using a case study research design. The qualitative approach is used to gain an in-depth understanding of the governance system implemented at Pesantren Al-Zaytun. This approach was chosen because qualitative research is capable of providing a more detailed description of social conditions, organizational systems, and management patterns that develop within the pesantren environment. According to Sugiyono (2022), qualitative research aims to understand social phenomena through natural and in-depth data collection while emphasizing the meaning of a phenomenon.

The research data sources consist of primary and secondary data. Primary data were obtained through observations of institutional activities within the pesantren, educational management systems, as well as economic and public relations activities conducted by the institution. Meanwhile, secondary data were obtained through literature studies, institutional documents, scientific journals, and other references related to Islamic education management and modern pesantren governance.

Data collection techniques were carried out through observation, documentation, and literature study. Observation was conducted to obtain a direct understanding of the governance system implemented within the pesantren environment. The observation focused on institutional management practices, organizational coordination, educational administration, economic activities, and public communication strategies. Non-participant observation



was employed, allowing the researcher to observe institutional activities without being directly involved in daily operations. Documentation was used to collect supporting data in the form of institutional archives, organizational reports, photographs, administrative records, and other relevant documents. In addition, a literature study was conducted by reviewing theories, policy documents, and previous studies related to Islamic educational management and modern pesantren governance.

The data collection process was conducted over a three-month period, from January to March 2025. This duration enabled the researcher to observe various institutional activities and obtain a comprehensive understanding of governance practices implemented at Al-Zaytun Islamic Boarding School.

To ensure the credibility and trustworthiness of the findings, data triangulation was employed by

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comparing information obtained from observations, institutional documents, and relevant literature sources. Source triangulation was also applied to verify the consistency of information across different types of data. In addition, the researcher conducted repeated reviews of collected documents and observation records to strengthen data validity and minimize subjective interpretation. These procedures were intended to enhance the reliability and credibility of the research findings.

Data analysis was conducted using descriptive qualitative analysis techniques following the stages of data reduction, data display, and conclusion drawing as proposed by Miles, Huberman, and Saldaña (2014). The collected data were systematically classified and interpreted according to four analytical dimensions: institutional structure and leadership, human resource and curriculum management, economic and financial strategies, and



branding and public relations. The analysis process was conducted continuously throughout the study to identify patterns, relationships, and key governance practices implemented at Al-Zaytun Islamic Boarding School. Through this analytical framework, the study provides a comprehensive description of the revitalization of modern pesantren governance.

RESULT AND DISCUSSION

Table 1. Summary of Key Findings on Governance Revitalization at Al-Zaytun Islamic Boarding School

Governance Dimension	Key Findings	Distinctive Characteristics
Institutional Management and Leadership	Structured organizational system, bureaucratic-transformational leadership, clear division of responsibilities	Integration of centralized leadership with modern organizational coordination
Human Resources and Curriculum	Professional recruitment, competency development, integrated religious and general curriculum	Entrepreneurship and economic practices embedded within educational programs
Economic Independence	Diversified funding	Economic activities

Governance Dimension	Key Findings	Distinctive Characteristics
Financial Management	sources, productive business units, community economic empowerment	integrated into governance and educational sustainability
Infrastructure and Branding	Comprehensive facilities, digital communication strategies, public relations activities	Large-scale infrastructure combined with institutional branding and public visibility

1. Analysis of Institutional Profile and Leadership Patterns

Institutionally, Pesantren Al-Zaytun has a complex, well-organized structure and tends to implement a modern management system. The organizational structure of the pesantren is divided into several main sectors such as education, administration, economics, security, public relations, and facilities management. This structural division demonstrates a clear specialization of duties and functions in carrying out institutional activities within the pesantren. Each sector has its own



responsibilities and work coordination, enabling the institutional management process to operate more effectively and systematically. According to George R. Terry (2018), clear task division, coordination, and organization are essential elements in creating organizational effectiveness.

The implementation of a modern institutional system at Al-Zaytun can be seen through its relatively organized administrative patterns, the use of structured work systems, and coordination mechanisms among departments in supporting pesantren operations. The administrative system includes the management of educational data, supervision of student activities, financial management, and the development of pesantren business units. Through a well-organized system, the pesantren is able to carry out various educational and economic activities on a large scale in a more directed and efficient manner.

In terms of leadership, the leadership pattern at Pesantren Al-Zaytun tends to be bureaucratic-transformational. The pesantren leader holds a central position in determining institutional policies, vision, and organizational development. However, the implementation of technical and operational tasks is carried out through systematic coordination among divisions and work units. This leadership model reflects a combination of centralized leadership and a modern organizational system based on task distribution and institutional coordination.

The transformational leadership applied can be seen through efforts to build a strong institutional vision, strengthen organizational discipline, and continuously develop human resources. This leadership pattern is capable of creating organizational stability in managing a pesantren with a large institutional capacity. According to Veithzal Rivai (2020), transformational



leadership can improve organizational loyalty, work motivation, and institutional effectiveness through a clear vision, good communication, and effective organizational coordination.

Furthermore, institutional strengthening at Al-Zaytun is also carried out through the implementation of a structured administrative system and continuous organizational supervision. Each organizational sector has specific evaluation and control mechanisms to ensure that all programs are implemented in accordance with institutional objectives. This supervisory system plays an important role in maintaining organizational stability, improving the quality of educational services, and strengthening the professionalism of pesantren management.

In the context of modern pesantren, the institutional and leadership patterns implemented at Pesantren Al-Zaytun demonstrate efforts to revitalize the

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governance of Islamic educational institutions toward a more professional, adaptive, and integrated system. Strengthening organizational structures, establishing clear task divisions, and implementing systematic institutional coordination are important factors in supporting the sustainability and development of pesantren in the modern era.

These findings are consistent with previous studies emphasizing the importance of transformational leadership and professional governance in Islamic educational institutions (Rahman & Bahri, 2021; Hallinger, 2020). However, Al-Zaytun demonstrates a distinctive characteristic through its large-scale organizational structure and the integration of educational, administrative, and economic functions within a single governance framework. While many pesantren continue to rely on highly centralized and informal leadership patterns, Al-Zaytun combines



centralized strategic leadership with structured organizational coordination, reflecting a more institutionalized governance model.

2. Analysis of Human Resource Management and Curriculum

Human resource management at Pesantren Al-Zaytun is carried out through a structured management system oriented toward work professionalism. The recruitment process for educators, administrators, and institutional staff is conducted by considering academic competence, professional capability, work experience, as well as alignment with the vision and values of the pesantren institution. This system demonstrates that the pesantren not only prioritizes religiosity, but also pays attention to the quality of human resources as an important factor in supporting organizational effectiveness and educational quality.

The division of work within the pesantren environment is carried out

according to each individual's area of expertise and responsibility. Educators are assigned based on their academic competencies, while administrators and administrative staff perform duties according to predetermined organizational functions. This management pattern helps improve work effectiveness, clarify interdepartmental coordination, and minimize overlapping responsibilities within the institutional system of the pesantren. According to Malayu S.P. Hasibuan (2019), human resource management aims to optimize individual abilities and potential so that they can contribute maximally to achieving organizational goals.

In addition to recruitment and work distribution processes, human resource development is also carried out through discipline building, competency improvement, and continuous performance supervision. This development system aims to create



educators and pesantren managers who are professional, responsible, and capable of adapting to the development of modern education. Through effective human resource management, the pesantren is able to maintain organizational stability while improving the quality of educational services for students and the community.

In terms of curriculum, Pesantren Al-Zaytun implements an educational system that integrates religious education with general education. The learning system does not only focus on the study of classical Islamic texts (kitab kuning) and Islamic sciences, but also develops general education such as science, technology, agriculture, languages, and life skills. This curriculum integration reflects efforts to modernize pesantren education in order to produce graduates who possess a balance between spiritual understanding, intellectual capability, and practical skills.

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The implementation of an integrated curriculum represents one form of adaptation by the pesantren to the needs of modern society and the development of globalization. Students are not only equipped with religious understanding, but are also prepared to face social, economic, and professional challenges in the modern era. According to Muhaimin (2021), the integration of Islamic and general education curricula is an important strategy in producing graduates who are able to compete in the modern era without losing their religious identity.

Furthermore, independence-based educational programs have become one of the distinctive characteristics of the modern pesantren system at Al-Zaytun. Students are provided with various entrepreneurial skills and productive economic practices such as agriculture, livestock farming, trade, and business management. These programs aim to instill values of



independence, responsibility, and work ethic in students as preparation for social life within the community. Independence-based education also forms part of the pesantren's strategy in developing productive, independent human resources with the ability to adapt to the development of the modern economy.

Through professional human resource management and an integrative curriculum system, Pesantren Al-Zaytun demonstrates efforts to revitalize pesantren education toward a modern Islamic educational system that is more adaptive, competitive, and oriented toward the comprehensive development of human resource quality.

The findings support previous research highlighting curriculum integration as an important strategy for modernizing Islamic education (Muhaimin, 2021; Ma'arif & Rofiq, 2019). Nevertheless, Al-Zaytun differs from many modern pesantren through the

systematic incorporation of entrepreneurship and productive economic activities into its educational model. This approach extends beyond curriculum integration by linking educational objectives with institutional economic sustainability and practical skill development, thereby creating a more comprehensive educational ecosystem.

3. Financial Management Strategies and Economic Independence

Financial management strategies and the strengthening of economic independence are important aspects in the revitalization of modern pesantren governance. In the context of pesantren, a well-managed financial system not only functions to support the sustainability of educational operations, but also serves as an instrument for building institutional stability and improving the quality of public services. Modern pesantren are required to manage economic resources effectively,



efficiently, and sustainably in order to avoid complete dependence on external assistance. Therefore, the development of productive business units and the strengthening of economic independence have become essential components of modern pesantren governance systems.

At Pesantren Al-Zaytun, economic management is carried out through an integrated system that combines educational needs, institutional development, and community economic empowerment. The pesantren functions not only as an Islamic educational institution, but also as a center for productive economic development capable of supporting institutional sustainability independently. This strategy reflects efforts to modernize pesantren governance oriented toward professionalism, financial independence, and the improvement of community welfare.

The emphasis on economic independence aligns with previous studies that identify entrepreneurship and productive business units as strategic instruments for strengthening pesantren sustainability (Fauzi, 2020; Didin Hafidhuddin, 2019). However, Al-Zaytun presents a broader governance model in which economic activities are not merely supporting units but are integrated into institutional planning, educational processes, and community empowerment programs. This integrated economic governance model represents one of the unique strengths of Al-Zaytun compared to many pesantren that still depend significantly on external funding sources.

a. Financial Management System of the Pesantren

Economic independence is one of the main strengths of Pesantren Al-Zaytun in carrying out educational activities and institutional development. The



pesantren's financial management system is implemented in a structured manner by combining various funding sources that support institutional sustainability. These funding sources include students' tuition fees (syahriah), donor contributions, productive business units, and the development of the pesantren's economic assets. The diversification of funding sources demonstrates the pesantren's efforts to build sustainable financial stability.

Financial management is conducted through a relatively organized administrative system adjusted to the operational needs of the institution. The funds obtained are used to support educational activities, infrastructure development, human resource development, and the operation of the pesantren's business units. According to Nanang Fattah (2020),

financial management in educational institutions must be carried out effectively, efficiently, transparently, and accountably in order to maintain organizational stability and sustainability.

b. *Development of Productive Business Units*

As a modern pesantren, Pesantren Al-Zaytun does not only focus on educational activities, but also develops various productive business units as sources of institutional economic strengthening. These business units include agriculture, livestock farming, trade, productive asset management, and various other economic activities that support the pesantren's independence.

The development of the agricultural and livestock sectors has become one of the important economic strategies because, in addition to generating financial



benefits, these activities also serve as practical learning media for students. Students not only receive religious and academic education, but are also equipped with experience in business management and productive economic activities. Thus, the pesantren is able to create an integrated educational system that combines spiritual, intellectual, and economic skill development.

This economic development strategy reflects the pesantren's efforts to build financial resilience independently without full dependence on external assistance. According to Didin Hafidhuddin (2019), strengthening the economic capacity of pesantren can become an important instrument for empowering the Muslim community and developing a community-based Islamic economy.

c. Economic Independence and Social Impact

The economic independence developed by the pesantren not only functions to support educational operational needs, but also creates social and economic impacts for the surrounding community. The existence of productive business units opens employment opportunities for the community, increases local economic activities, and strengthens social relations between the pesantren and the surrounding environment.

In addition to providing employment opportunities, the pesantren's economic activities also contribute to building a culture of productivity and entrepreneurship within the community. The pesantren plays a role not only as an Islamic educational institution, but also as a center for community economic empowerment capable of creating broader social benefits (Didin Hafidhuddin, 2019).



The independence-based economic program has become part of the strategy for revitalizing modern pesantren governance oriented toward institutional sustainability. Through a strong and integrated economic system, Pesantren Al-Zaytun is able to strengthen institutional stability, improve the quality of educational services, and establish a model of a modern pesantren that is independent and adaptive to economic developments in the era of globalization.

4. Effectiveness of Infrastructure and Branding Strategies

The effectiveness of infrastructure and branding strategies is one of the important factors in supporting the development of modern pesantren. In the era of globalization and the rapid advancement of information technology, Islamic educational institutions are not

only required to provide high-quality education, but also to offer adequate facilities and build a positive institutional image within society. Complete infrastructure can improve the effectiveness of the learning process, enhance students' comfort, and support various educational and economic activities within the pesantren. Meanwhile, branding and public relations strategies play an important role in strengthening institutional identity, increasing public trust, and expanding the pesantren's social network within the community.

At Pesantren Al-Zaytun, the development of infrastructure and branding strategies is carried out as part of efforts to modernize pesantren governance. The pesantren not only seeks to establish a structured educational system, but also strengthens facility support and public communication in order to compete and adapt to contemporary developments.



This demonstrates that the modernization of pesantren is not only related to curriculum and management aspects, but also includes infrastructure development and the strengthening of institutional image.

From the aspect of infrastructure, Pesantren Al-Zaytun possesses relatively comprehensive educational and economic facilities to support the learning process and institutional activities. The infrastructure includes classrooms, student dormitories, worship facilities, agricultural and livestock areas, sports facilities, administrative facilities, and various other supporting facilities. The availability of adequate facilities is an important factor in creating a comfortable, effective, and conducive educational environment for both students and educators. According to Suharsimi Arikunto (2018), educational facilities have a close relationship with the effectiveness of the learning process,

educational quality, and students' comfort in participating in learning activities.

The development of educational facilities is carried out to support learning effectiveness while also enhancing students' skills development. Adequate facilities enable the pesantren to implement an integrated educational system that combines religious education, general education, and life skills practices more optimally. In addition to supporting academic activities, infrastructure development also functions to strengthen economic activities and institutional development within the pesantren. Good infrastructure helps improve the productivity of the pesantren's business units and strengthens the overall operational stability of the institution.

In the field of branding and public relations, Pesantren Al-Zaytun utilizes digital media as a means of building the image of a modern Islamic educational



institution that is independent, professional, and adaptive to the development of information technology. Branding strategies are implemented through the publication of various educational activities, infrastructure development, social programs, and other institutional activities to the broader public. The use of digital media has become an important step in expanding the pesantren's communication reach to society. Through social media, websites, and other digital publications, the pesantren is able to build more open relationships with the community while strengthening its institutional identity.

However, digital transparency still needs to be improved in order to strengthen public trust in the institution. Openness of information regarding educational programs, institutional management, and the pesantren's economic activities is an important factor in building a positive institutional image within society. According to Philip

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Kotler (2017), institutional branding is not only built through promotion, but also through service consistency, program quality, and transparency of information to the public.

Digital public relations strategies have become an important step in building a positive image for Islamic educational institutions in the era of information technology and social media. With adequate infrastructure support and adaptive branding strategies, Pesantren Al-Zaytun has significant opportunities to improve the quality of educational services, strengthen public trust, and establish its existence as a modern Islamic educational institution that is professional and competitive in the era of globalization.

Compared to many modern pesantren in Indonesia, Al-Zaytun demonstrates several distinctive characteristics. First, it combines large-scale educational management with



extensive economic activities that directly contribute to institutional sustainability. Second, the pesantren integrates infrastructure development, economic empowerment, and educational programs within a unified governance framework. Third, its branding strategy is supported not only by digital communication but also by the visibility of its large institutional facilities and productive economic sectors. These characteristics distinguish Al-Zaytun from many pesantren that generally focus on educational functions without integrating governance, economic development, and institutional branding at a comparable scale.

CONCLUSION

Revitalization of governance at Pesantren Al-Zaytun demonstrates that modern pesantren are capable of integrating Islamic educational values with professional management systems. Institutional strengthening, human

resource management, economic independence, and branding strategies have become important factors in improving organizational quality and enhancing the competitiveness of Islamic educational institutions in the modern era. The implementation of structured governance systems also reflects the pesantren's adaptability in responding to social, economic, and technological developments without abandoning its Islamic identity and educational values.

The governance model implemented at Pesantren Al-Zaytun shows a balance between spirituality and organizational professionalism. This balance can be seen through the integration of religious education, modern management practices, economic empowerment, and institutional development within a unified system. In addition, the development of productive business units represents an innovation in pesantren management aimed at



maintaining financial sustainability while contributing to community empowerment and local economic development.

The availability of adequate infrastructure and the implementation of digital branding strategies indicate the pesantren's efforts to strengthen its institutional image and expand communication with the wider community. The use of digital media and public relations strategies has become an important aspect in building public trust and enhancing the existence of modern Islamic educational institutions in the era of globalization and information technology.

The findings of this study contribute theoretically to the growing literature on Islamic educational governance by proposing an integrated governance framework that combines institutional management, human resource development, economic independence, and branding strategies

within a single analytical model. The study demonstrates that effective pesantren governance is not solely determined by educational management, but also by the interaction between organizational leadership, financial sustainability, infrastructure development, and public legitimacy. This integrated perspective extends previous studies that have generally examined these dimensions separately.

From a practical perspective, the study recommends that pesantren managers strengthen organizational professionalism, improve digital transparency, develop sustainable economic units, and optimize technology-based communication strategies to enhance institutional credibility and competitiveness. For policymakers, the findings highlight the importance of supporting governance capacity-building programs, economic empowerment initiatives, and digital transformation efforts within Islamic



educational institutions. Such measures can help modern pesantren become more adaptive, sustainable, and responsive to contemporary social and economic challenges.

Finally, future studies are encouraged to conduct comparative research involving different models of pesantren, including traditional, modern, and integrated Islamic boarding schools. Comparative studies across regions and institutional contexts would provide a broader understanding of governance practices and contribute to the development of more comprehensive models of Islamic educational governance in Indonesia and other Muslim-majority countries.

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