

# **Development of Management Index for Pondok Institutions in Kedah: New Horizons in Assessing Value Towards Pondok Sustainability and Survivability**

**Rahayati Ahmad, Syahiza Arsad<sup>1</sup> Nur Arifah Arifin<sup>2</sup>**

<sup>1</sup>Kulliyah of Muamalat, <sup>2</sup>Kulliyah of Usuluddin

Kolej Universiti INSANIAH, 09300 Kuala Ketil, Kedah, Malaysia.

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## **Abstract**

The Pondok Education were getting popular and the number of pondok Institution in Kedah keep increasing year by year. Yayasan Pembangunan Pondok Malaysia (YPPM) clarified that, there were 242 pondok institutions in Malaysia and 61 of them were from Kedah. The existent pondok Institution in Kedah were influenced by the consistency of fund provided by faithful, sincere and generous individual and charity agents in Kedah such NGO, Majlis Agama (Local Government), Private and Public Companies. The drastic development of pondok Institution in Kedah required the government to seriously monitor the progress level of each pondok institution consistently using a standard index measuring the survivability of undeveloped pondok and the sustainability of the well-developed pondok institution in Kedah. The developed and underdeveloped pondok were not only relied on the number of fund received (financial sources capability) only but also from other aspect such infrastructure and facilities provided, quality of human capital development and effectiveness of pondok governance system. Therefore this study will combine the 4 important elements; Financial Management Matters, Governance Matters, Facilities Matters and Human Capital Matters into an Sustainability and Survivability Index of pondok institution in Kedah by using dichotomous score to randomly selected 25 pondok institution in north and 25 pondok institution in the south of Kedah from the year 2012 until 2016. This study will provide useful information to the public, government agency including NGO and the index developed in this study will be the measuring tool to evaluate the strength and improved the weaknesses of the pondok institution in Kedah so that this pondok institution will continuously produce a high quality Islamic education for the benefit of the Ummah.

Keyword: Management Index, Pondok Institutions, Kedah, Sustainability, Survivability.

## **Introduction**

The Traditional Islamic Education Institution (hereinafter referred to as "Pondok") has been established as part of formal traditional religious educational system in Malaysia. The Pondok is generally well received by many Malay Muslim either for young adults or elderlies. There are many literatures on Pondok which focused on syllabus that are taught in Pondok and methodology of teaching that are engaged in Pondok. Albeit none of the available literatures

discuss the issues related to the operation of Pondok from legal perspective whereby it is quite crucial to determine the relationship between the operator (management of the Pondok institution) and occupier (who can be a tenant/ lessee/ licensee/ unit owner/ student- depending on the nature of madus operandi of the Pondok) Clear determination of the rights and obligations of these two stakeholders will enhance the protection of interest and welfare of the affected parties as there would be several legal implications that may derived from the establishment of this relationship. The aims of this article to explore government to seriously monitor the progress level of each pondok institution consistently. Apart from this, the paper will look into the concept using a standard index measuring the survivability of undeveloped pondok and the sustainability of the well- developed pondok institution in Kedah.

### **Problem Statement**

Pondok are known as traditional education in Malaya since colonial period. This traditional education or pondok was explicitly imparted at surau, masjid or in home of the 'Imam'. Arabic and Al Quran were the main syllabus through rote-learning for more than a decade. Now pondok institutions are moving forward into a modern rational institution (Ozay, 2011) for Muslim to learn and study Islamic knowledge. Nowadays we can see that pondok institution incorporated everywhere and become popular Islamic education in Malaysia. Some pondok started in a small Masjid and within 5 years developed became a huge pondok institution later on. The development of the pondok institution were influence by the roles play by the individual ,NGO, private company and Majlis agama Islam support in term of sadaqah, zakat and waqf . Based on the previous study done by Karnaen, As-shidqi, & Mariyat, (2014) from Indonesia, most of the small pondok institution were sponsor by the generous Malaysian Companies who willing to find fund from collection of zakat and waqf to develop and sustain the survival of pondok institution in Indonesia. In Malaysia the same scenario happened the Muslim started to give attention to pondok education especially the Malaysian Private Companies and NGOs who actively contribute the zakat and waqf to the development of pondok in Malaysia such as Yayasan YaPEIM, YADIM ,PERKIM and etc. Yayasan Pembangunan Pondok Malaysia (YPPM) is an Non-Government organization (NGO) chaired by Dato' Dr Mashitah Binti Ibrahim also seriously play their roles to developed and sustained the pondok education in Malaysia. There are 242 pondok institution in Malaysia register under YPPM and Kedah were the second highest number of pondok institution in Malaysia with 61 total of pondok institution register under YPPM. This shown that Kedah also one of the countries that grabbed the opportunities to made pondok institution as a popular Islamic education in the region after Kelantan.

This drastic growth in the number of pondok institution in Kedah creating a positive impact to the development of Islamic education hub for new and young Muslim generation to became "Tahfiz" or Ulama in the future. The pondok institution sustainability and survivability in Kedah seem to be taking care by the NGO but not seriously monitor by any government department or ministry in Kedah. Majlis Agama Islam Kedah only helps to

provide some fund to selected pondok institution if they required or apply directly from Zakat Department in term sadaqah, zakat and waqf. Some of the small underdeveloped independent pondok institution in Kedah such as in Sik, Kuala Ketil, Parit Panjang and Baling just hoping from the faithful, sincere and generous individual Muslims and charity agents providing sadaqah and zakat, to keep survived. There are some of them used the "Tahfiz" students to sell product to generate income for the pondok as what happened to Pusat Tahfiz Amal at Kuala Kedah (Sinar, 2016).

The number of pondok keep increasing in Kedah. Majlis agama Islam and YPPM need to monitor seriously the development of pondok. However there is no mechanism or tools were used or develop to measure the sustainability and survivability pondok institution in Kedah. The development of pondok are not only relied on the financial sources only but also other aspect such as infrastructure and facilities provided, quality of human capital development and effectiveness of pondok governance systems (Haneef et al., 2015). Pondok Pesantren can be the benchmark of being a well-developed pondok in Indonesia since 2008 until now. They successfully implemented the four important element as mention above to improve their strength until now Pondok Pesantren manage to occupied 4 million students with 20 pondok. To be a well-developed pondok institution, they need to transform from old system of pondok management to into a new standard of management. There is a need of an effective monitoring tool that will measure the sustainability and survivability of pondok institution in Kedah. The developed on Sustainability and Survivability Index in this study will identified the real situation and problem faced by the pondok institution in Kedah so that preventive action will be taken by the NGO and Majlis agama Islam to keep the survivability of undeveloped pondok, besides sustaining the well-developed pondok, based on four important element discussed earlier which is infrastructure and facilities provided, quality of human capital development and effectiveness of pondok governance system. For the future this study will provide a useful information to Kedah government on the level of pondok institution education and will be a standard monitoring tool or index that help them to monitor annually the pondok institution so that this pondok institution will continuously produce a high quality Islamic education for the benefit of the Ummah.

### **Literature Reviews**

Sekolah pondok known as a religious based education prior to British colonial rule in 19th century (Ozay, 2011). This pondok institution was enormously popular among muslim especially in Pattani, Kelantan, Trengganu and Kedah (Afifah, 2013). The muslim scholar or imam are the teachers who teach arabic and Quranic through rote-learning of reading and memorizing al Quran beside learning the malay moral cultural and malay literature.

The history of pondok in Malaysia started before the british colonial. The mosque, madrasah or surau or even in form of a small house successions or huts were used by the religious teachers who just completed their islamic study in mecca to deliver formal islamic

knowledge to the communities around the area. The text book or Al-Quran are bought from Mekah by traders and people who possessed for hajj in Mekah. The Pondok system started to become popular in early 19th century (Roslan et al., 2012) such in Kelantan The expansion of pondok institutions were influence by the generosity of muslim people providing fund in term of zakat, sadaqah and waqf. The well-established pondok institution in Indonesia were funded by several NGO who consistently providing the fund for the development of the pondok like Pesantren al Muatyyad Windan and Pesantren Al-Mukmin in Ngruk (Pohl, 2006) in Indonesia. Zakah and Waqf is the pillar or tool that strengthens the function of pondok. Afifah (2013) stated that waqf education had help to generate huge fund for the pondok to expend their existent pondok to a huge institution or become a well systematic pondok in the future. Wafq can be in term of cash or properties. Zakah and Wqf are the agents for the pondok development and also a medium to draw muslim close to Allah and gain Allah blessing in after world in Jannah. Al Bararah 2:261-262 remind people the benefit of spending wealth in the way of Allah. In the past the existent of pondok institution in the past were supported by individual such as the imam, dahwah group or by several tabligh group who manage to collect the fund from the public to support the expenditure and facilities to the students to learn the alquran and the sunnah. But Now the zakah and the waqf were systematicly administer by the NGOs such Yayasan Waqf Malaysia, ABIM and others NGOs.

The development of pondok institution in Kedah need to be monitor and administer continuously, since nowadays parents start seeking for Islamic education for their children even though their were so young in age. The performance or the development of the pondok can be measure into several element based on the facilities, human development, capacity of students, education performance, governance system and financial sustainability

We believe that the higher the zakat and waqf or fund received the higher the performance of pondok institution in Malaysia and the study done in Indonesia by Karnaen,As-Shidqi dan Marriyat (2014) show that pondok Imam Zarkasyi Indonesia develop excellently based on the efficient zakat and waqf system implemented by them.

An Indexes or checklist will be developed in this study will be adopted and adapted from Ozay (2011) studies, other past literature finding and based from some professional opinion from people who had the expert background in Islamic studies especially related to pondok studies in Government and non-government sectors such as Shar'iah officer from Ibfim, Jabatan Mufti, Majlis Agama Islam, head of pondok institution, zakat department. This index will be developed based on four main important matters which is the Financial Matters, Governance Matters, Facilities Matters and Human Capital Matters. The Index will be a checklist that can help to evaluate the financial performance such as documentation, financial transaction (expenses & revenues), financial person in-change and financial procedure. Governance Matters will be focusing the management and monitoring side of the pondok institution in term of organisation structure, the management team, meeting, monitoring and activities of person in change to ensure the running of the pondok. Whereas the Facilities

Matters is a checklist developed based on the observation on basic facilities and securities provided by the pondok to cater the students need and safety including the numbers of students per class, number of students per room/house/dorm, teachers background, numbers of teachers per students and overall facilities such as foods, discussion room, bathrooms and others. Lastly Human Capital Matters is more focus on the students and teacher development including the level of students' achievement in producing a quality generation of "tahfiz" and "hafizah".

The Pondok Institution Education in Kedah is not new. The existent of this pondok institution have provide a positive impact to the Islamic education to young khalifah in Kedah. This Pondok Institution need to be monitor seriously so that developed so that preventive action can be taken to ensure they can survived, sustain and performance in the future. Therefore this study will help to critically analysis on the Sustainability and Survival of Pondok Education in Kedah for the benefit of future quality Khalifah in Kedah.

### **Hypothesis**

The continuous support of faithful, sincere and generous individual and charity agents in Kedah contributing fund for the development and sustainability of Islamic education influence the drastic movement of pondok institutions in Malaysia. Indonesia also took the effort to development and sustainability of Pondok Institution in Indonesia such as Pondok Pesantren a well-known pondok institution in Asian (Pohl, 2006). Based on the study done by Pohl (2016) the development of pondok institution in Indonesia was influenced by the growing number of students receiving the zakat for the Islamic education in Indonesia. Therefore this study will further analyse the pondok institution in Kedah by critically analysing the four important matters or elements which determined the sustainability and survival of pondok institution especially in Kedah by analysing the Financial Management Matters, Governance Matters, Facilities Matters and Human Capital Matters, based on the study done by this literature, the hypotheses were developed as below. Therefore it can be hypotheses that:

H2a : Pondok Institutions supported by Kedah Government Sustain a good Financial Management Matters compare to pondok institution not support by government in Kedah.

H2b: Pondok Institutions supported by Kedah Government Sustain a well manage governance Matters compare to pondok institutionsnot support by government in Kedah.

H2c: Pondok Institution supported by Kedah Government Sustain complete infrastructure and facilities matters compare to pondok institution not support by government in Kedah.

H2d: Pondok Institution supported by Kedah Government Sustain good quality human capital matters compare to pondok institution not support by government in Kedah.

H3 : Pondok institutions support by Kedah Government is more sustainable and better performance compare to Pondok institution not support by government in Kedah.

## **Methodology:**

### 1. Description of Methodology

a. This study will be done in mix method analysis by starting with secondary data gain from previous literature or framework generated by past researchers in term of journal, books, newspapers articles, conference proceedings and other generic material for references in order to development the a general checklist of the matters to be included in the Sustainability and Survivability Index based on four main important matters which is the Financial management Matters, Governance Matters, Facilities Matters and Human Capital Matters . The Second stage of this study is to set an Interview and discussion session with a group of professional who have more than 5 years experience handling the pondok education Malaysia.

We plan to interview 4 Shar'iah officer from Ibfim, 4 officers from Jabatan Mufti, 4 officer from Majlis Agama Islam and 10 head of pondok institution in Kedah to verified the item in the index developed in the first stage. Next stage is to conduct a pilot study of 15 pondok institution in Kedah randomly selected for validity testing. Based on the pilot study result

some adjustment will be made to the index before the real field study will done. This study required the researchers to do physical observation (field work) and interview of each element stated in the Index such as Financial management Matters, Governance Matters, Facilities Matters and Human Capital Matters using dichotomous score. The data will be randomly selected using stratified random sampling method on 25 pondok institution in north and 25 pondok institutions in the south of Kedah from the year 2012 until 2016 i.e a period of 5 consecutive years.

b . The checklist/ indexes developed in this study will be score using dichotomous score of "2" if pondok institution highly achieved each items listed in the checklist/indexs ."1" if the pondok institution moderately fulfil the required stated on each item of the matters (the Financial management Matters, Governance Matters, Facilities Matters and Human Capital Matters) and lastly "0" if the pondok institution fail to achieve any of the items stated in the checklist/indexs based on the four Matters (the Financial management Matters, Governance Matters, Facilities Matters and Human Capital Matters)

c .The study will have 6 development stages (summary of the stage).

Stage 1: Past Literature review analysis. Stage 2: Development of sustainable and survivability Index/checklist. Stage 3: Verification of professional expert from Shar'iah officer from Ibfim, Jabatan Mufti, Majlis Agama Islam ,head of pondok institution, zakat department. Stage 4: Data collection; Physical interview and observation to selected pondok institution. Stage 5 : Data Analysis and brainstorming session. Stage 6: Final writing including presentation,publication and conferences.



d. The data will be analyzed in descriptive statistics analysis, correlation analysis and regression analysis to examining the hypothesis developed in this study using SPSS

### **Expected Results/Benefit**

#### **1. Novel theories/New findings/Knowledge**

Pondok Institution in Malaysia is growing but there is no certain technique or tool to monitor or to measure their sustainability and development in pondok education performance. In this research a new index is develop to measure the performance of Pondok Institution and become one of the benchmark for other researches and government agency to used it as key performance Indicator for pondok development. Islamic Education indirect becoming part of Malaysian education systems nowadays especially in Kedah. This pondok institution gain a lot of fund from individual, NGOs, government and private companies but the questioned is , are the fund were manage properly for the development of pondok?. Do the person in charge capable of ensuring the four important element ; the Financial management Matters, Governance Matters, Facilities Matters and Human Capital Matter are well achieved to ensure their sustainability and survival in the future. A well manage pondok institution required the person in charge to be well knowledgedable in all aspects of management area as mention above. Therefore, it is important to analyse critically the sustainability and survival of Pondok Management especially in Kedah so that this study will portray the real situation of sustainability and survival of pondok institution. We hope this study will help Kedah government to upgrade the level of pondok education in Kedah for new generation of quality Khalifah in the future.

### **Conclusion**

In general, if a traditional practice or knowledge is still in use, even if by a small portion of the population, it can be considered to be viable. If social cohesion and political authority are still intact then communal cooperation for natural resource management is still viable because of that the continuous support of faithful, sincere and generous individual and charity agents in Kedah contributing fund and also support from development of management index for the development and sustainability of Islamic education influence the drastic movement of pondok institutions in Malaysia.

The situation in most parts of Indonesia is changing so fast, that the effort to development and sustainability of Pondok Institution in Indonesia such as Pondok Pesantren a well-known pondok institution in Asian (Pohl , 2006). Based on the study done by Pohl (2016) the development of pondok institution in Indonesia was influenced by the growing number of students receiving the zakat for the Islamic education in Indonesia .

Viability of a particular technique or knowledge is best analyzed through several complementary elements. In the first place, a good description of methodology is needed to collect information on the previous literature or framework generated by past researchers and to set an Interview and discussion session with a group of professional who have more than 5 years experience handling the pondok education Malaysia. Secondly, the checklist/

indexes developed in this study will be score using dichotomous score. Thirdly, the study will have 6 development stages. Lastly, analyzed in descriptive statistics analysis, correlation analysis and regression analysis.

The elements influence on different managements styles may help a various perspectives on future research to better understand transformational management style implementation through development of management index.

### **Corresponding Author**

Rahayati Ahmad  
Kulliyyah of Muamalat,  
Kolej Universiti INSANIAH,  
09300 Kuala Ketil, Kedah, Malaysia  
rahayati76@insaniah.edu.my

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