

PLANNING AND DECISION MAKING IN THE CONTESTATION OF NEW SANTRI RECRUITMENT AT PESANTREN MIFTAHUL ULUM RENES WIROWONGSO AJUNG JEMBER

Ahmad Halid¹

¹ Universitas Islam Jember, Kaliwates Jawa Timur Indonesia

e-mail: khalidghunung@gmail.com

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ABSTRACT

This article discusses the planning and decision -making of kiai dakam new student admission contest covering a study on decision -making models, decision -making processes and determining the purpose of decision making. Job satisfaction and increased creativity, personal development and acceptance of change depend on decision -making by an organization. A good manager or leader is a manager and leader who is based on the exchange of ideas and cooperation rather than based on authority and arrogance in his position. This research is a qualitative approach and descriptive analysis. Using data collection methods: observation, interviews and documentation. This is done by the kiai in the pesantren to give a decision based on an exchange of opinions and then taken the most positive impact and then delegated to his subordinates to work together to develop the organization. The kiai policy-making process is done in consultation and the pesantren work team is given the authority to carry out their respective duties. So that the recruitment process of new students runs smoothly and increasing every year.

Keywords: *Planning, Decision Taking, Recruitment, New Students*

ABSTRAK

Artikel ini membahas tentang perencanaan dan pengambilan keputusan kiai dakam kontestasi penerimaan santri baru meliuti kajian pada model pengambilan keputusan, proses pengambilan keputusan dan menentukan tujuan pengambilan keputusan. Kepuasan kerja dan peningkatan kreatifitas, perkembangan pribadi serta penerimaan pada perubahan tergantung pada pengambilan keputusan oleh sebuah organisasi. Manajer atau pimpinan yang baik adalah manajer dan pimpinan yang berdasarkan pertukaran fikiran dan kerjasama dari pada berdasar pada wewenang dan anggkuh pada jabatannya. Penelitian ini adalah pendekatan kualitatif dan analisis deskriptif. Menggunakan metode pengumpulan data: observasi, wawancara dan dokumentasi. Hal ini yang dilakukan kiai di pesantren memberikan keputusan didasarkan pada pertukaran pendapat dan kemudian diambil yang paling berdampak positif lalu didelegasikan kepada bawahannya untuk bekerjasama memajukan organisasinya. Proses pengambilan kebijakan kiai dilakukan dengan musyawarah dan tim kerja pesantren diberikan wewenang untuk menjalankan tugasnya masing-masing. Sehingga proses rekrutmen santri baru berjalan dengan lancar dan semakin meningkat tiap tahunnya.

KataKunci: *Perencanaan, Pengambilan Keputusan, Rekrutmen, Santri Baru*

INTRODUCTION

Planning and decision making are the most important managerial functions, and there are many connections between the two. Planning is thinking about planning to do something. Decision making is part of pre-determined planning. So planning is the process of planning to choose actions in the future. According to Robins and Coulter (2002), Planning is a process that involves defining the organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate organizational work. Rohana's point (2017) Planning is a process used by managers to identify and select goals as well as determine appropriate actions for the benefit of the organization.

Khalid & Ilyas (2021: 21) Planning in managerial functions, where managers are asked to set goals and state ways and means to achieve those goals. Therefore, planning is used as a basis for future activities. In simple terms. Planning is deciding in advance what to do. Planning is thinking to do. Management must at all times seek long-term and short-term future direction planning by estimating and evaluating the future behavior of the relevant environment and by determining the company's own desired role. There are 3 steps of good planning, namely which goals should be followed or implemented, how the goals should be achieved and how resources are allocated. The function of planning in policy making is to determine the appropriate policies that will be taken to make an organization effective and efficient and determine the organizational strategy in accordance with the future needs of the organization.

Decision making is the process of choosing actions and policies in accordance with planning and to achieve common goals. Fawaid & Khalid (2018) A policy is a step or action that leads to the achievement of a specific goal formulated by a leader with respect to a particular issue or specific goal in the organization. The policy of the leader can be in the form of decision making, not only considering a single decision, but the policy is decided with several decisions that are interrelated with the goals made (Hayyi, 2017). Decisions are choices made from several available alternatives. Decision making is the process of identifying problems and opportunities and then solving them. Good decision making is a vital part of good organizational management, because decisions determine how an organization solves problems, allocates resources and achieves desired organizational goals together. The target of the organization desired in this discussion is an organization that excels in competing with other organizations both quantitatively and qualitatively. Therefore, it requires an understanding of planning and decision-making so that it is very appropriate and can be followed as a system of recruiting new members and increasing the productivity of working in the organization. Wayne. K. Hoy and Cecil

G. Miskel (1986: 316) explain an understanding of the decision making process is vital to successful administration. (Understanding of the decision -making process is critical to administrative success).

The decision is the result of solving a problem that is firmly faced by the leadership of the organization. A decision is a definite answer from a leader to a question or organizational problem. The decision should be able to answer questions or resolve any issues or contexts that have been discussed with reference to prior planning. So that the leader's decision becomes a common reference as described by Mary Follet (1968), the decision is a legal or a situation (the leader's decision is a or as a law of situation).

George R. Terry, (1987) Decision-making is the alternative choice of behavior of two or more specific alternatives exist. According to James A.F. Stoner, (1986) Decision Making process used to choose an action as a way of solving the problem (decision making is a process used to choose an action as a way of solving the problem).

Some of these opinions can be concluded that Decision Making is a behavior of a leader in determining the steps and attitudes and actions that are certain to the selection of the best alternative from several alternatives systematically then used as a solution to organizational problems.

This article is entitled planning and decision making in the contest of recruitment of new students at the pesantren Miftahul Ulum Renes Wirowongso Ajung Jember. Therefore, this research is very interesting to develop because the pesantren of each village can consist of 5 pesantren (report of the Ministry of the Republic of Indonesia 2013), but different from the researcher's observation that the pesantren in the village of Wirowongso Ajung Jember consists of 9 (Nine) pesantren that are recruited each of these pesantren there is normal competition to get new students. Therefore, the formula of this researcher is how to plan and make decisions in the contest of recruitment of new students in the boarding school Miftahul Ulum Renes Wirowongso Ajung Jember?

METHOD

This research is entitled Planning And Decision Making In The Contestation Of New Santri Recruitment At Miftahul Ulum Renes Wirowongso Ajung Jember Islamic Boarding School. Therefore, this study uses a qualitative descriptive method and data collection methods using observation, documentation and interviews. Then the findings of this study were communicated by triangulation of data through various expert opinions and the results of previous studies of at least three education experts' opinions were deemed sufficient to support the results of this study as its validity. This research concentrates on collecting data related to the planning and decision-making of new student admissions

in competing Islamic boarding schools, because in a village, Islamic boarding schools consist of 9 Islamic boarding schools or more. well, this requires the kiai's seriousness in determining a superior strategy in order to be able to compete well without doing bad or fraudulent work. Then the researcher also uses emic and ethical data to strengthen the data found in this study.

HASIL DAN PEMBAHASAN

Kyai knowledge of planning and decision making in the recruitment of new students

Kyai knowledge of management decision making theory is not very well understood theoretically, but he understands the purpose of pesantren that must be decided by a Kyai regarding the issue of recruitment of new students as an input, determinant of the future existence of pesantren. He has a target that the pesantren should get a number of new students. Kyai's decision through formal schools ordered all teachers, they are all required to promote pesantren and schools, invite "find students or students" by visiting the homes of residents around the school and silaturahmi to the nearest Kyai Dasar, silaturahmi with community leaders, and local government. (interview, 2022) With the aim of building an emotional bond to obtain new students according to the target.

The knowledge of Kyai and the Board of Teachers at Pesantren Miftahul Ulum on the science of Management (planning, decision making) or education management in general, it can be said that no one is an expert in the field of education and teaching management, but managed based on the ability of the kiai and the board of teachers themselves. This is seen from the diplomas of the board of teachers coming from pesantren graduates, graduates of Biology education, Mathematics Education, Islamic Religious Education, English Education, Physical Education. There is no pure educational management education (Documentation, madrasah Miftahulu Ulum 2022) but the planning and developed in pesantren is also in accordance with the theory developed by scientists such as Herbert Simon (1967) explains "The task of" deciding "pervades the entire administrative organization. A general theory of administration must include principles of organization that will insure correct decision making, just as it must include principles that will insure effective action.

Then Wayne. K. Hoy and Cecil G. Miskel (1986) decision making is a major responsibility of all administrators. An understanding of decision making process is a sine qua non for all school administrators because the school, like a formal organizations, is basically a decision making structure. The classical model: an optimizing strategy, The Administrative Model: A Satisficing Strategy, Decision-making process: an action cycle.

The data obtained on Kyai's knowledge of management theory "planning and decision -making" is that Kyai pesantren does not really understand leadership theoretically, he graduated from pesantren,

not school and college. but he understands the vision of the mission and purpose of the pesantren/ school "must be decided by a Kyai regarding the issue of recruitment of students, new students as a determinant of the existence of pesantren and schools in the future." According to the researcher, the head caretaker of the pesantren, Miftahul Ulum, has the ability and intelligence that is not inferior to the Kyai Taman formal schools and colleges.

This is contrary to the opinion of Wiles and Bondi in Willem Mantja (2010: 8) explains that successful and effective leadership is 1. having leadership skills, 2. The ability to match the skills with the tasks of the group he leads, 3. he is perceived as a leader by his group. Although the caregiver/head of Madrasah Miftahul Ulum does not have theoretical and formal knowledge, but Kyai has long experience in the field of boarding and recruitment of students, new students, he understands with certainty the character of Wirowongso community, village concept plot, and community perspective. , understand what decision to take.

Kyai knowledge related to the state of society as a whole, can facilitate decision-making in the recruitment of new students, and the results according to the target, namely RA 32 students, TK 45 students, MI 40 students, Pesantren Miftahul Ulum get 46 students divided into two class, class of 23 students. SMK Miftahul Ulum received 63 new students. This number of classes is very ideal and according to the speaker is a successful leadership in the context of the scope of the Village where many institutions at the same level stand and compete for the number of students..

So Kyai's leadership and decision-making is supported by leadership theory which is based on experiences as the main capital in leading. Also patterned transactional leadership. Transactional leadership described by Burns in Willem Mantja is the interaction of a leader with his followers (members) in order to occur and create mutual respect (2010: 5)

Steps used by Kyai in the planning and decision making process: Kyai's Decision in Winning the New Student Recruitment Competition of Pesantren Miftahul Ulum Renes Wirowongso Ajung Jember

Results of notes or Minutes of the monthly meeting of the Foundation, Head of Madrasah with the board of teachers. MtsMiftahul Ulum Renes Wirowongso Ajung Jember Office, the steps taken by Kyai, among others

- a. Qualifying student program
- b. Moral education and worship of students
- c. Cadre special skills
- d. Excellent yellow book reading program

- e. Free education
- f. Student competition
- g. Student uniforms and stationery assistance
- h. Revive scouting and journalistic activities
- i. Commemorating the great day of Islam
- j. Regular Monthly Meetings of the Foundation with the teachers' board.

The steps taken by Kyai can be interpreted as follows:

First, Kyai together with the principal in the MURni pesantren environment created a Student Qualification Program. The teaching program conducted by the board of teachers must be measurable. Promoting quality services for students, both administrative and educational services, complementing the needs of students, such as infrastructure, training, and special guidance, sales skills, and educated creativity to make snacks.

Second, the head of Madrasah MURni puts forward moral education and student worship, this program receives serious attention from the foundation as well as the head himself. Out putnya wants to look different from other schools, namely pesantren MURni wants its students to excel in the field of morals and worship. The current condition that must be strengthened in education is the morals and worship of students.

Third, the decision of the Mengkader special skills program of students, students. Although not a university, Pesantren MURni has mapped the community's desire that the community wants students to have special skills in addition to skills that are generally delivered in school such as: electrical service skills, sewing skills, recitation skills, computer service skills and so on. The program is placed during holidays or outside school hours such as Sundays, 3 pm and so on.

Fourth, the excellent program reads the yellow book. This program is an excellent program of Pesantren Miftahun Ulum that is able to attract the interest and attention of the community to send their sons and daughters to Pesantren MURni. The book used as the material for KK's study is Kitab Taqrib. Kitab fiqh versi imam Syafi'i.

Fifth, Kyai implements free education in accordance with the mandate of the National Education Law and ministerial regulations on free education, even pesantren/ schools provide school uniforms and books, stationery for free. So that the people of the "Village" have no reason not to send their sons and daughters to school. In contrast to the "city" people, free education is not marketable, but the choice of schools is expensive. The assumption is that expensive education is education that is well managed and professional.

Sixth, holding a student competition, as a competitive event among students between schools. Pesantren MURni won many of the competitions. The winner of the competition is considered by the community as an advanced and successful school Kyai leadership process and the success of the board of teachers in teaching and educating students.

Seventh, Revive scouts and journalistic activities. This program is an extracurricular activity that students are interested in. Through this program, it is a great opportunity to promote the school to students through scouting and journalism activities that attract many students to join Pesantren MURni.

Eighth, Commemorating the great day of Islam, PHBI activities are a routine agenda of OSIS Pesantren MURni conducted in a ceremonial way of general education and social compensation to the underprivileged. OSIS every Saturday holds a mass infaq to be collected into one, then spent on groceries and distributed to those who are more entitled to receive it. These social activities get the public's attention that the students of Pesantren MURni are trained in social sensitivity and train philanthropy.

Ninth, the Foundation's Monthly Routine Meeting with the teachers' council. This meeting serves as a container to accommodate the aspirations of all institutions, from the micro to the macro, both student and teacher issues. The issues raised are discussed together and the solution is sought together as well. This is the way that dominates the decision of the head of Pesantren MURni in his leadership. The decision of this meeting cannot be revoked unilaterally unless it has been through a mature and logical coordination effort, so that the new decision can be accepted by all structures and functions of the institution.

In accordance with E. Mark Hanson (1995) Decision-making measures according to the classical model among others: (1) a problem is identified, (2) Goals and the objectives are established, (3) All the possible alternatives are generated, (4) The consequences of each alternatives are considered, (5) All the alternatives are evaluated in terms of the goals and objectives, (6) The best alternatives is selected; that is, the one that maximizes the goals and objectives, (7) Finally, the decision is implemented and evaluate.

These seven tips are solvent, if done well will be realistic and can also solve organizational problems. There is no model that is more perfect, but the decision is more perfect when made seriously and firmly held together in organizational behavior.

Decision-making process: an action cycle

Step 1. Recognize and define the problem or issue

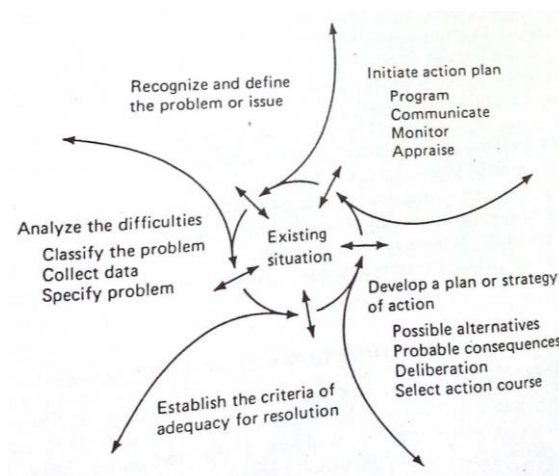


Figure 1.1, E. Mark Hanson Model Decision Making Cycle

Description:

- Recognize and define The problem or issue
- Initiate action plan Program, communicate, monitor, appraise
- Develop a plan or strategy of action Possible alternatives Probable consequences Deliberation Select action course
- Establish the criteriaof adequacy for resolution
- Analyze the difficulties Classify,collect data,specify problem

Step 2. Analyze the difficulties in the existing situation. Step 3. Establish criteria for problemn resolution. Step 4. Develop a plan or strategy for action. Step 5. Initiate the plan of action. The iniation of the plan of action requires at least four step programming, communicating, monitoring, and appraising

According to James L. Gibson & John M. Invancicich & James H. Donnelly, Jr. (1982) Decision is the domain of organizational mechanism not the goal but to achieve the desired state. There are 7 steps of the decision making process through the following process:

(1) Define specific goals and objectives and measure results, (2) Identify the problem, (3) Develop alternatives, (4) Evaluate alternatives, (5) Choose alternatives (6) Implement the decision (7) Control and evaluation.

Kyai planning and decision-making strategy in attracting the interest of the learning community in the midst of competition for the admission of new students of Miftahul Ulum boarding school in the village of Wirowongso Ajung Jember

Before disclosing data on the program to attract the interest of students, it is necessary to mention that the pesantren in Wirowongso Ajung Jember Village are:

- a. Pesantren Miftahul Ulum (MURni)
- b. Pesantren Darus Sa'adah Renes (distance +- 300 Meters to Pesantren Miftahul Ulum)
- c. Pesantren Darun Naja Dusun Rabah
- d. Pesantren Mambaul Ulum Besuk Timur
- e. Pesantren Wali Songo Besuk Barat
- f. Pesantren Nurur Rahman (Salaf) Besuk Barat
- g. SMP Nusantara is adjacent to Pesantren Miftahul Ulum and Pesantren Darus Sa'adah Renes
- h. Pesantren An-Nidhom Pakem (adjacent to SMP Wali Songo Besuk Barat)
- i. Pesantren Sunan Drajat Sumuran, close to Pesantren Miftahul Ulum in the southwest. Results of the Speaker's observation, dated September 5, 2021)

Recruitment strategy for students or new students, Kyai pesantren Miftahul Ulum Renes Wirowongso Ajung Jember used the decision to give appreciation, reward (Data source: Kyai's explanation, when the coordination meeting set the recruitment strategy for new students at MTs Miftahul Ulum) In addition, Kyai also uses a strategy to blend in with community activities and bring up students who have achieved in the community. (Interview with the committee of MTs Miftahul Ulum during the Monthly meeting, on September 2, 2019 MTs office. 10 AM).

In addition, Kyai uses the old strategy of using a large benner or baliho placed on the side of the road strategically, containing the vision, mission and goals of the school as well as excellent programs that have been achieved by students. This method, although it is an old method, but still effective and recruit new students.

Often the recruitment of students/new students many obstacles (problems) is a struggle with other schools, students have registered sometimes their parents do not support, the Principal recommends their students to higher school fees (reward), as well as the public sees a nominal will be accepted, any helping to bring in or find new students.

Obtained data on the decision-making of the Head of Pesantren MURni related to the recruitment strategy of new students, that the Head of Madrasah Tsanawiyah Miftahul Ulum Renes Wirowongso Ajung Jember used the decision to give appreciation and reward (Award and thank you)"

Reward is a form of appreciation or gift giving to the community or a certain person for his struggle (achievement) to bring students to Pesantren MURni which is usually given in the form of material or speech. In educational institutions there is the term incentive, which is an award in the form of material or non-material given by the Kyai or foundation to employees so that they work by making high motivational capital and achievement in achieving school goals that have been determined.

In addition, Kyai also uses a "participatory strategy (mixing) with community activities" this is intended to create a close and harmonious relationship between the community and pesantren/school. a beautiful relationship, will make it easier for the pesantren/school program to be accepted by the community and known and even liked by the community.

The weakness of Kyai Pesantren MURni is that it has not given a strict punishment (Hukuman) to the less productive teachers' council but only given reprimands with sarcastic words, wisdom. As a result of the weak spirit of obedience to the decision of pesantren and schools to make meaningful changes from all lines of pesantren and school needs.

Recruitment of new santri/students in the current context, especially in the village area, there are often conflicts, tensions between the santi/students, as a result of the pesantren/adjacent school relationship, it is not harmonious, even hostile. In this context, many use practical political patterns applied by Kyai or school principals to get students. Also known by the term dawn attack. The winner is the school that has a lot of capital (material). Triggered by the purpose of the material that will be produced from many students. Because the theory that developed in pesantren/village schools is that "the students" are the assets of the institution in the "Formal Context". The more students, the more funds they get.

Thus, against the background of government decisions in the field of education, granting opportunities or permits to newly established educational institutions is not accompanied by strict requirements, or there are requirements but not tightened supervision. so that many institutions are not in accordance with existing regulations, such as distance requirements with other institutions, the number of students, facilities and infrastructure, teachers and so on.

Wayne. K. Hoy and Cecil G. Miskel (1986) Satisfying strategy is a model of decision -making strategy based on the fact that humans do not have the most perfect ability to optimize decided outcomes.

Basic assumptions:

1. The dicsion making process is a cycle of events that includes the identification and diagnosis of a difficulty, the reflective development of a plan to alleviate the difficulty, the initiation of the plan, and the appraisal of its success
2. Administration is the performance of the decision making processby an individual or group in an organizational context
3. Complete rationality in decision making is virtually impossible;therefore, administrators seek to satisfice because they do not have the knowledge, ability,or capacity to maximize the decision making process.

4. The basic function of administration is to provide each subordinate with an internal environment of decision so that each person's behavior is rational from both individual and organizational perspectives
5. The decision making process is a general pattern of action found in the rational administration of all major functional and task areas
6. The decision making process occurs in substantially the same generalized form in most complex organizations

Although decision -making may not be entirely rational, administrators need a systematic process to improve the selection of satisfactory solutions. Thus, the satisficing strategy is central to decision -making in the administrative model

Principles of Decision Making in Islam taken by Kiai in the contest of recruitment of new students Pesantren Miftahul Ulum

Islam as a religion is easy, so it certainly does not want to make things difficult for its adherents, so the policy of the Prophet is to simplify the affairs of anyone, so that the first basis of decision -making is to simplify matters, not to complicate matters.

يَسِّرًا وَلَا تُعَسِّرًا وَيَسِّرًا وَلَا تُعَسِّرًا وَتَطَاوَعًا وَلَا تَخْتَلَفًا

Meaning: Make it easy, don't make it difficult, give good news and never give troublesome news. So that they run away from you, obey one another, and do not quarrel that can separate you. (Fath al-bari, Juz 2, p. 234)

Second, Islam commands obedience to the policies of a good leader.

يَا أَيُّهَا الَّذِينَ آمَنُوا أَطِيعُوا اللَّهَ وَأَطِيعُوا الرَّسُولَ وَأُولِي الْأَمْرِ مِنْكُمْ

Meaning: O you who believe, obey Allah and obey the Messenger (His), and ulil amri among you. Al-Quran Surat an-Nisa verse 59

Third, the decision -making as a guide to improve the performance of the organization

وَجَعَلْنَاهُمْ أَئِمَّةً يَهْدُونَ بِأَمْرِنَا وَأَوْحَيْنَا إِلَيْهِمْ فِعْلَ الْخَيْرَاتِ وَإِقَامَ الصَّلَاةِ وَإِيتَاءَ الزَّكَاةِ وَكَانُوا لَنَا عَابِدِينَ

Meaning: We have made them leaders who guide by Our command and We have revealed to them, they do good deeds, establish prayer, pay zakat, and only to Us they always worship. (al-Ambiya verse 73)

Fourth, the policy of the leader is held accountable

أَنَّ رَسُولَ اللَّهِ صَلَّى اللَّهُ عَلَيْهِ وَسَلَّمَ، قَالَ: كُلُّكُمْ رَاعٍ فَمَسْئُولٌ عَنْ رَعِيَّتِهِ، فَالْأَمِيرُ الَّذِي عَلَى النَّاسِ رَاعٍ وَهُوَ مَسْئُولٌ عَنْهُمْ، وَالرَّجُلُ رَاعٍ عَلَى أَهْلِ بَيْتِهِ وَهُوَ مَسْئُولٌ عَنْهُمْ، وَالْمَرْأَةُ رَاعِيَةٌ عَلَى بَيْتِ بَعْلِهَا وَوَلَدِهِ وَهِيَ مَسْئُولَةٌ عَنْهُمْ، وَالْعَبْدُ رَاعٍ عَلَى مَالِ سَيِّدِهِ وَهُوَ مَسْئُولٌ عَنْهُ، أَلَا فكلُّكُمْ رَاعٍ وكلُّكُمْ مَسْئُولٌ عَنْ رَعِيَّتِهِ. (أَخْرَجَهُ الْبُخَارِيُّ)

Hadith from Abdullah bin Umar r.a that the Prophet SAW said: "All of you are leaders and are responsible for their leadership. An imam (amir) is a leader and is responsible for his people. A husband is a leader in his family and is responsible for his leadership. A wife of a leader and responsible for the use of her husband's property. A servant (employee) is responsible for his employer's property. A child is responsible for the use of his father's property. (HR Bukhari, and Imam Nawawi, 1987: 198)

CONCLUSION AND RECOMMENDATIONS

Although Kyai theoretically does not understand much about management theory: planning and policy making "but the decision taken by the pesantren is based on his experience leading and participating in community activities and the decision of the head of the pesantren is taken from the decision of the monthly meeting of functional and structural staff and coordinate with certain parties considered important. So that Kyai's decision there is no gap or distance between the head and his subordinates. And when communicated with the theories developed by management experts it is very appropriate.

The recommendation of the results of this study is that First, it is necessary to apply planning and decision making in accordance with the theories developed by the experts referred to in this study. Second, that the pesantren managers should know the theory of planning and policy making of the pesantren because the educational institution is likened to a market (market). The market has a lot of visitors, some are quiet, there are also buyers who just come in but do not buy it. So is the existence of the school. third, the management of educational institutions use the model of the principles of cattle herders. They try hard every day to fatten the cows. When the cow is fat, it will gain material benefits. Similarly, a pesantren, if the pesantren is fat (quality, quantity), then all members of the pesantren organization become prosperous.

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