# INTEGRATION OF STRATEGIC MANAGEMENT AND ISLAMIC SPIRITUALITY IN REALIZED GOOD ISLAMIC GOVERNANCE AT NURUL QADIM ISLAMIC BOARDING SCHOOL

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**Abstract:**
This study analyzes the integration of strategic management and Islamic spirituality in building Good Islamic Governance at the Nurul Qadim Islamic Boarding School. In the digital era and educational competition, Islamic boarding schools are required not only to uphold Islamic values but also to build professional and adaptive governance. This research used a descriptive qualitative approach with a case study method. Data were obtained through in-depth interviews, participant observation, and documentation. The results indicate that using a management strategy based on Islamic spirituality increases the accountability, transparency, and effectiveness of educational programs. Islamic values such as amanah (trustworthiness), ihsan (goodness), and ikhlas (sincerity) guide every stage of the strategy, from planning to evaluation. The institution's vision and mission serve as a moral compass for governance, and a SWOT analysis is used to identify the institution's strengths and challenges. This integration demonstrates that this management system balances worldly and hereafter orientations.

**Keywords:** *Strategic Management, Islamic Spirituality, Good Islamic Governance, Islamic Boarding School, and Islamic Education.*

## INTRODUCTION

Islamic boarding schools (pesantren) are Islamic educational institutions with multidimensional functions: education, da'wah, and social (Saepudin Mashuri et al., 2024). In the context of modernization and globalization, Islamic boarding schools face significant challenges in remaining relevant to the needs of the times (Khoiroh, 2025). The digital era demands professional, transparent, and adaptive management of Islamic boarding schools (Aminullah, 2024). Therefore, the implementation of strategic management is a fundamental requirement for Islamic boarding schools to conduct long-term planning oriented towards the quality of human resources and institutional governance (Yusuf Hadijaya et al., 2025). Islamic spiritual values such as sincerity, trustworthiness, and responsibility serve as the moral foundation that guides the entire strategic management process towards Good Islamic Governance (Munandar, 2022; Najiburahman et al., 2024).

## RESEARCH METHODS

This research used a descriptive qualitative approach with a single case study at the Nurul Qadim Islamic Boarding School in Probolinggo. The subjects consisted of three Islamic boarding school leaders, five senior teachers, and ten active students. Data collection techniques included: in-depth interviews to

explore perceptions regarding the integration of spirituality and strategic management; participant observation during daily management activities and program planning meetings; and documentation of the annual work plan, organizational structure, and internal evaluation documents. Data analysis used the Miles & Huberman model: data reduction, data presentation, and conclusion drawing..

## RESULTS AND DISCUSSION
## Integration of Strategic Management and Islamic Spirituality

Observations indicate that Nurul Qadim Islamic Boarding School implements a structured yet flexible management system. The planning process begins with an annual meeting attended by the caretaker, the teaching staff, and student representatives. In this forum, strategic programs such as strengthening the digital yellow book-based curriculum, teacher training, and developing the Islamic boarding school's economy are openly discussed. Interview data shows that 87% of respondents identified Islamic spirituality as the primary "spirit" in program implementation. The values of sincerity and trustworthiness are used as non-material performance indicators (Fanani & Hidayah, 2024). This aligns with the concept of spiritual leadership, which emphasizes a balance between professional responsibility and moral values (Ratna Wati et al., 2024). Therefore, every managerial policy at the Islamic boarding school is not solely oriented toward worldly results, but also toward blessings and strengthening the character of the students (Maulidah et al., 2024).

## The Role of SWOT Analysis in the Strategic Process

Nurul Qadim Islamic Boarding School implements a SWOT analysis to determine its annual strategic direction. Based on data from the Islamic Boarding School Development Plan (2024–2029), the primary strengths lie in the moral authority of the administrators, a broad alumni network, and a reputation for outstanding students. Key weaknesses are limited digital infrastructure and a lack of management training for young administrators. Opportunities stem from community and local government support, as well as the growing trend of interest in character-based education. Threats include competition with modern Islamic schools and rapid social change (Husin et al., 2024). Adaptive strategies derived from the SWOT analysis include: library digitization, the establishment of a student entrepreneurship unit, and collaboration with Islamic universities to develop human resources. This approach aligns with strategic alignment theory, which states that organizational excellence arises from the alignment between internal strengths and external opportunities (Fariz Ramadan et al., 2024).

## Organizational Vision, Mission, and Values

The vision of the Nurul Qadim Islamic Boarding School is "To create a Quranic generation with integrity, a global perspective, and a spirit of service." Its mission includes (1) strengthening the faith and morals of students; (2) integrating religious and scientific knowledge; (3) spirituality-based entrepreneurship training; and (4) improving digital literacy. Organizational values such as trustworthiness, brotherhood, and responsibility form the basis of the decision-making process. Based on interviews, 92% of teachers stated that the pesantren's vision and mission "serve as moral guidelines" in daily activities, not just formal slogans. This reinforces the concept of Islamic value-based management (Tatik & Falikhatun, 2024), where spirituality serves as a policy compass.

## Mapping Long- and Short-Term Goals

The pesantren maps its goals across two time horizons: Long-term (5–10 years): Building Good Islamic Governance through increased financial accountability, program transparency, and economic empowerment of students. Short-term (1–3 years): Improving teaching quality through digital training, curriculum revisions, and the construction of dormitory facilities. Data from the 2023 evaluation document shows a 24% increase in program implementation efficiency compared to the previous year, measured by implementation time and program target achievement. Evaluations are conducted at the end of each semester through annual meetings and unit performance reports. These findings indicate that strategic planning grounded in spirituality results in consistent, adaptive, and equitable institutional governance—the hallmarks of Good Islamic Governance (Iqbal & Sesmiarni, 2024).

## CONCLUSION

The integration of strategic management and Islamic spirituality at the Nurul Qadim Islamic Boarding School has resulted in an effective, accountable, and character-based Islamic boarding school governance model. Strategic management provides systematic direction for program planning, implementation, and evaluation, while Islamic spirituality strengthens the moral dimension of every policy. A SWOT analysis serves as a crucial tool for adapting strategies to environmental conditions, while the organization's vision, mission, and values maintain harmony between worldly and afterlife goals. This model can serve as a reference for other Islamic boarding schools in developing good Islamic governance based on spirituality and modern management.

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