

## An Exploration of Islamic-Based Institutional Management Models in Madura: Between Cultural Diversity and Organizational Effectiveness

Amar Ma'ruf Nahi Munkar<sup>1\*</sup>, Ja'far Shodiq<sup>2</sup>, Ahmad Walid<sup>3</sup>

Sekolah Tinggi Agama Islam Al-Muntahy, Islamic Education Management, Indonesia

\*Email Corresponding author : [amarmarufnm57@gmail.com](mailto:amarmarufnm57@gmail.com)

### Abstract

This research aims to explore the challenges and opportunities in implementing Islamic-based management models in educational institutions in Madura, which are rich in local culture. The main focus of this research is to integrate sharia principles with local customs and culture to create a more effective and harmonious managerial environment. The research methods used include in-depth interviews, participatory observations, and questionnaire surveys, which allow for the collection of qualitative and quantitative data. The research sample consisted of several Islamic educational institutions spread across Madura, with selection based on certain criteria such as the size of the institution and the involvement of local cultural figures. The results show that resistance to change and limited resources are the main obstacles to adopting an Islamic-based management model. However, opportunities such as community involvement in decision-making and innovation in managerial practices can be leveraged to overcome these barriers. The implications of this study show that a collaborative approach involving community leaders and other stakeholders can increase the effectiveness of educational institution management. Additionally, flexibility in policies and training programs that are sensitive to local contexts can increase employee acceptance and satisfaction. This research makes an important contribution to the development of a more adaptive and inclusive Islamic-based institutional management model, which can be applied in various cultural contexts. Further research is recommended to test this model in the long term and at different levels of educational institutions.

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## INTRODUCTION

In the era of deepening globalization, Islamic educational institutions face complex challenges in maintaining traditional values in the midst of dynamic changes (Poland et al., 2021; Rusdi et al., 2022; Özen & Yavuz, 2024). Madura, an island known for its rich culture and people's commitment to Islam (Susilawati & Astuti, 2022; Mahfud et al., 2022; Hariani & Hanafiah, 2024), offers a unique context for examining how sharia principles can be integrated with local culture in the management of educational institutions (Nouman et al., 2021; Wijaya & Khoir, 2022; Drechsler et al., 2023).

As a region facing rapid modernization and social change, it is important to examine how these institutions can maintain their religious identities while adopting effective management practices (Elbanna et al., 2020; Wittberg, 2021; Saidin et al., 2022). Management approaches that are based on Islamic principles but still sensitive to the local context, such as those applied in Madura, require in-depth study to understand the dynamics and challenges faced (Hasan et al., 2023; Chuanchen & Zaini, 2023; Chantarungsri et al., 2024).

This topic is important to discuss academically because it offers a new perspective in the study of Islamic education management that is often overlooked in the global literature. In the context of a society that has a strong attachment to tradition (Bosmans et al., 2020; Swapan & Sadeque, 2021; Norman & Paramansyah, 2024), such as in Madura, the integration between sharia and local culture is not only a must, but also a crucial strategy to maintain the relevance of Islamic educational institutions in the midst of the times (Folorunsho, 2021; Maulidah et al., 2023; Badruzaman et al., 2023). Theories such as transformational leadership and cultural adaptation offer relevant frameworks for understanding how this integration can be done effectively (Hasanah & Hefniy, 2023; Ansori et al., 2023; Hamidah, 2023). Through this theoretical approach, this research aims to develop a management model that is not only operationally effective, but also aligned with local and religious values.

The main issue that this research focuses on is how Islamic educational institutions in Madura can develop an effective management model by integrating sharia principles and local cultural diversity. Although Madura is known as a religious region, the application of sharia principles in education management often faces resistance, both from within the institution and from the community. This resistance can come from differences in sharia interpretation, limited resources, and a lack of understanding of the importance of managerial adaptation in the context of local culture. Another challenge faced is how to optimize community involvement in managerial decision-making without ignoring Islamic principles. Facing this problem, this study seeks to offer a solution that can bridge the gap between Islamic values and the practical needs of education management in Madura.

Previous research has discussed the integration of Islamic principles in education management in various cultural contexts. Al-Fauzan et al. (2022) in their research in the Middle East found that the successful integration of Islamic principles in modern management is highly dependent on employee education and cultural adaptation. Meanwhile, Rahman & Aziz (2021) in their research in Southeast Asia highlighted the challenge of resistance to change in Islamic educational institutions, where a participatory approach in decision-making has proven effective to overcome these barriers. Ibrahim et al. (2021) examined resource optimization in Islamic educational institutions and suggested that resource limitations can be overcome through efficient allocation and strategic partnerships with external parties.

However, these studies tend to focus on a broader context and have not specifically examined the dynamics between sharia principles and local culture in Madura. Thus, there is a significant gap in the literature concerning how Islamic principles can be specifically adapted in the context of Madurese unique culture. This research will fill this gap by offering an in-depth analysis of the integration of sharia and local culture in Islamic education management in Madura.

Although previous research has explored the integration of Islamic principles in education management, they often pay less attention to the role of local culture in this process. There is an urgent need to examine how local values, such as Madura traditions and customs, can be integrated with sharia principles in education management. This gap is important to fill because it provides new insights into how Islamic educational institutions can adapt and thrive in the midst of rapid social change without compromising their religious identity. This research aims to fill the gap by offering a management model that combines key elements of sharia and local culture, which have not been widely explored in the academic literature.

The novelty of this study lies in its approach in integrating sharia principles with Madurese local culture in the context of Islamic education management. Unlike previous studies that tend to focus on a single aspect, such as employee education or resource optimization, this study combines various important aspects in one comprehensive management model. In addition, this study offers an innovative method in overcoming resistance to change through active community involvement and a participatory approach in decision making. This approach is not only unique, but also relevant in the context of Madura which has complex social and cultural dynamics. Thus, this study is expected to provide a significant contribution in the development of a more adaptive and inclusive Islamic education management model.

The purpose of this study is to develop a management model for Islamic educational institutions in Madura that is able to integrate sharia principles with local cultural diversity effectively. In addition, this study offers strategies that can overcome resistance to change and optimize community involvement in the managerial process. Through this study, it is hoped that a more adaptive and harmonious approach can be found in Islamic education management, which is not only relevant in Madura, but can also be adopted by Islamic educational institutions in other regions that have similar cultural diversity. The urgency of this research lies in its contribution to improving the quality of Islamic education management through an innovative and local context-based approach.

## RESEARCH METHOD

This study uses a qualitative type of research with a case study approach. This approach was chosen because it allows researchers to explore in depth the complex dynamics between sharia values and local culture in the management of Islamic education in Madura (Takahashi et al., 2020; Renjith et al., 2021; Prosek & Gibson, 2021). Case studies provide flexibility to understand specific contexts, especially in situations where cultural and religious interactions affect management effectiveness (Karjalainen, 2020; Mamédo & Meyer, 2020; Kaufmann et al., 2021). The qualitative approach was chosen over the quantitative approach because the focus of this research is on in-depth understanding and not on the measurement of specific variables.

Data were collected through in-depth interviews, participatory observations, and document analysis. Interviews were conducted with leaders of educational institutions, teachers, and community leaders in Madura, precisely at three Islamic educational institutions: Madrasah Aliyah Miftahul Ulum in Pamekasan, Madrasah Tsanawiyah Al-Ihsan in Sumenep, and Darul Ulum Islamic Boarding School in Bangkalan. This location was chosen because of its cultural diversity and strong religious commitment, which makes it a representative example.

The interviewed respondents totaled 25 people, including 10 teachers, 5 agency leaders, and 10 community leaders, who were selected based on the relevance of their roles in management and decision-making. The data obtained was analyzed using thematic analysis techniques, which allowed researchers to identify patterns and themes that emerged from qualitative data. The analysis process began with the transcription of interviews and data coding (Giesen & Roeser, 2020; Deterding & Waters, 2021; Allsop et al., 2022), followed by the identification of key themes related to the integration of sharia values and local cultures in education management. The findings of this thematic analysis are then verified by data triangulation to ensure the accuracy and credibility of the research results. The results of this analysis are expected to provide in-depth and constructive insights in the development of Islamic education management models in Madura.

## FINDINGS AND DISCUSSION

### Islamic-Based Institutional Management Models Found

In the exploration of the Islamic-based institutional management model found in this study, various implementations of sharia principles have been integrated into the structure and operations of educational institutions in Madura. These findings show how Islamic values are embodied in daily activities and decision-making, and how this affects both the effectiveness of teaching and the management of the institution as a whole. The following is a breakdown of the various Islamic-based institutional management models identified through this study, covering the key elements that support continuity and effectiveness in culturally diverse educational environments. Insights into how Islamic-based institutional management models are applied and adapted in the context of Madura, including the challenges faced and ways to overcome them (Barrot et al., 2021; Bereiter, 2021). This can be adjusted to the findings from the following interviews.

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*A key element of the management model is the application of sharia principles in every aspect of operations. Ensure managerial decisions are always in line with Islamic values, such as fairness, transparency, and responsibility. For example, in the decision-making process, involve all relevant parties to ensure that each decision considers the common interest and is in accordance with Islamic principles (Kepsek\_Cntr-2024).*

*One of its advantages is its focus on character and moral development. We not only assess performance based on work results but also based on work attitudes and ethics. This creates a more harmonious and respectful work environment. In addition, this model encourages active involvement of all members in the decision-making process, which increases a sense of belonging and responsibility (Manjr\_Islm-2024)*

*This management model has a very positive effect on the effectiveness of teaching. With the Islamic values-based approach, we feel an increase in motivation among teachers to give their best. We also have a fair and transparent evaluation system, which motivates us to continue to develop and contribute to the maximum (Practitioner-2024).*

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Through the results of the interviews conducted above, the sharia-based management model applied in Islamic educational institutions in Madura effectively integrates sharia principles such as fairness, transparency, and responsibility in every operational aspect. Managerial decisions are taken by involving all relevant parties, emphasizing the importance of participation in achieving fair and open decisions that take into account the common interest. In addition, this model highlights the importance of character and moral development, not only assessing work results but also work ethics, which creates a more harmonious and respectful work environment. This approach that focuses on Islamic values also increases the motivation of teachers, with a fair and transparent evaluation system that encourages them to continue to develop and contribute to the maximum. This model demonstrates how sharia principles can be effectively applied to manage complexity and cultural diversity in educational environments, offering a framework that supports effective operations while strengthening moral integrity and community engagement.

This management model emphasizes the application of sharia principles in every aspect of operations (Abdullah et al., 2021; Elahi & Alam, 2022; Izaty et al., 2024). Principles such as fairness, transparency, and responsibility take precedence in decision-making (Akinrinola et al., 2024; Cheong, 2024; Singh, 2021). This approach ensures that managerial decisions are not only in line with Islamic values but also take into account the common interests of all parties involved. By involving various stakeholders in the decision-making process, the agency creates a more inclusive and equitable process, which in turn supports the overall effectiveness of the organization.

One of the main advantages of this Islamic-based management model is its focus on character and moral development (Abbasi, 2022). Performance appraisal is not only based on work results but also on work attitudes and ethics. This creates a more harmonious and respectful work environment, as well as increases a sense of belonging and responsibility among members of the organization. By involving all parties in the decision-making process, this model also encourages active engagement, which strengthens commitment and collaboration within the institution. Islamic-based management models have a positive effect on teaching effectiveness. This approach increases motivation among teachers, who seek to give their best in their work. A fair and transparent evaluation system contributes to the professional development of teachers, encouraging them to continue to develop and contribute to the maximum. By integrating Islamic values into the evaluation process, the institution creates an atmosphere that supports effective learning and teaching.

However, there are challenges in implementing this model in the midst of cultural diversity in Madura. One of the main challenges is balancing Sharia principles with local customs that may differ. To overcome this, the institution applies an inclusive approach through socialization and education about Islamic values to the community. By doing this, the institution seeks to respect and understand local customs as long as it does not conflict with Sharia principles. This approach helps to minimize resistance to change and ensure wider acceptance of the implemented management model. The application of the Islamic-based institutional management model in Madura shows that Sharia principles can be effectively integrated into local contexts, with significant benefits for character development, teaching effectiveness, and involvement of organizational members. However, addressing challenges related to cultural diversity requires a sensitive and adaptive approach.

## The Influence of Cultural Diversity on Management Models

The integration of Islamic management principles within the diverse cultural settings involves adapting to various local customs that may not always align directly with conventional Islamic practices. This requires institutions to navigate sensitively between respecting local traditions and adhering to Islamic values, ensuring that management decisions are inclusive and representative of the community's diverse perspectives. Successful adaptation of these principles can lead to enhanced cooperation and cohesion within the institution, fostering an environment where educational goals are met while respecting cultural distinctiveness. These adaptive strategies are crucial in maintaining the integrity of Islamic teachings while promoting a culturally rich educational experience.

Cultural diversity in Madura has a significant impact on the implementation of Islamic-based institutional management models (Fahmi & Jufri, 2020; Hadi, 2024). These institutions demonstrate good adaptability and adopt inclusive strategies to address emerging challenges. This adaptation allows for the implementation of a harmonious and effective management model in diverse cultural contexts. There are several key findings from the observation results which include,

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*Institutions are active in adapting to Madurese local traditions in the application of Islamic-based management models. For example, in activities involving the wider community, institutions often adapt their formats and approaches to align with local customs and values. This is evident in the religious and social events held, where elements of local culture such as local customs and traditions are integrated with Sharia principles. These adjustments help increase engagement and support from local communities (I\_P\_2024).*

*Islamic-based educational institutions in Madura have shown active efforts to involve local communities in the decision-making process. There are open discussion and dialogue forums that allow the community to express their views and provide input. This creates a sense of belonging in the community and helps bridge the gap between Islamic values and local customs. This involvement also strengthens the relationship between institutions and communities and reduces the potential for conflicts that may arise due to cultural differences (I\_D\_2024).*

*These institutions also implement education and training programs designed to increase understanding and sensitivity to cultural diversity. This training includes how to respect and interact with members from different cultural backgrounds, as well as how to apply Islamic principles sensitively to local cultures. These programs help build an inclusive and harmonious work culture (I\_Asn\_2024).*

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Based on interviewed above, integrating Islamic-based management models within educational institutions in Madura, significant efforts have been undertaken to adapt managerial practices to align with the rich tapestry of local traditions and cultural diversity. These adaptations are manifest in the customization of institutional activities and human resource policies to reflect local customs, which are harmoniously integrated with Sharia principles.

Such practices not only enhance community engagement and support by fostering a sense of belonging among local communities but also actively involve them in the decision-making process through open forums. This inclusive approach mitigates potential conflicts arising from cultural differences and strengthens community-institution relationships. Moreover, the institutions have initiated targeted education and training programs aimed at cultivating a deeper understanding and respect for cultural diversity among staff members. These programs are pivotal in promoting an inclusive work environment and ensuring the sensitive application of Islamic principles in a culturally diverse context. This strategic adaptation not only respects the unique cultural landscape of Madura but also ensures that the management practices of these institutions remain aligned with Islamic values while being responsive to the cultural nuances of the local community.

**Table 1. Adaptation to cultural diversity in the application of Islamic-based management models**

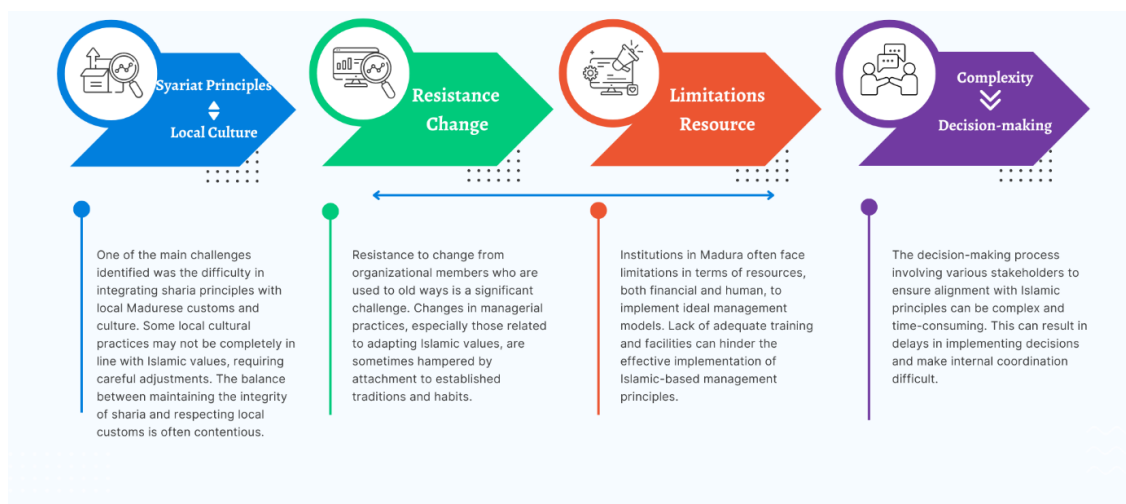
Aspects	Description	Impact
Adaptation to Local Traditions	Institutions adapt their format and approach to align with local customs and values. Example: integration of local cultural elements in religious and social events.	Increase engagement and support from local communities.
Community Engagement and Open Dialogue	Open discussion and dialogue forums allow the community to express views and provide input.	Creating a sense of belonging among communities, strengthening relationships between institutions and communities, and reducing potential conflicts.
Adjustment of Managerial Practice	Policies related to holidays, working hours, and religious celebrations are set to take into account cultural diversity.	Ensuring that all members of the organization feel valued and accommodated, while still maintaining sharia principles.
Cultural Education and Training	Education and training programs increase understanding and sensitivity to cultural diversity.	Helping to build an inclusive and harmonious work culture, as well as applying Islamic principles sensitively to local culture.
Challenges in Integration	Difficulties in integrating local cultural elements with Islamic principles. Some cultural practices require adjustments that require time and lengthy discussions.	A need for a careful and flexible approach to managing cultural diversity while still maintaining the core values of the Islamic-based management model.

Islamic-based educational institutions in Madura effectively integrate local cultural practices with Sharia principles, enhancing their adaptability and inclusiveness within diverse cultural contexts. These institutions actively tailor their management models, particularly in religious and social events, to align with local traditions, thereby increasing community engagement and support. They also involve local communities in decision-making processes through open forums, strengthening community relations and minimizing potential conflicts. Adjustments in human resource policies, such as leave and working hours, accommodate cultural diversity, ensuring that all members feel valued and maintain Sharia compliance. Furthermore, these institutions offer training programs to foster sensitivity and respect for cultural diversity among staff, promoting a harmonious work environment.

## Challenges and Opportunities of Institutional Management Models

In an effort to develop and improve Islamic-based institutional management in Madura, there are several obstacles that hinder the implementation of a more effective and harmonious management model in the midst of cultural diversity. These challenges encompass a variety of complex aspects and require an integrated approach. First, the challenge of integrating Sharia principles with the local customs and culture of Madura is one of the main issues. Some local cultural practices may not be fully aligned with Islamic values, requiring careful adjustment. The balance between maintaining sharia integrity and respecting local customs is often debated. Consultation and collaboration with local cultural leaders are very important in an effort to find a common ground between Sharia principles and customs. Involving them in important discussions and decisions can ensure better and sustainable integration.

Second, resistance to change from members of the organization who are used to the old ways is a significant challenge. Changes in managerial practices, especially those related to the adaptation of Islamic values, are sometimes hampered by attachment to established traditions and habits. Ongoing training and education for members of the organization on the importance of adaptation and change is needed to reduce resistance and increase understanding of the benefits of implementing an Islamic-based management model. Third, limited resources, both financial and human, are also an obstacle for institutions in Madura to implement an ideal management model. Lack of adequate training and facilities can hinder the effective implementation of Islamic-based management principles. Therefore, optimizing existing resources through more efficient and effective allocation, as well as seeking partnerships or support from the government and the private sector, can help secure additional resources as needed. Fourth, the decision-making process involving various stakeholders to ensure alignment with Islamic principles can be complex and time-consuming. This can result in delays in the implementation of decisions and make it difficult to coordinate internally. Implementing a more structured and transparent decision-making process, such as the formation of special committees or teams, can ensure that decisions taken are aligned with Sharia principles and local values.

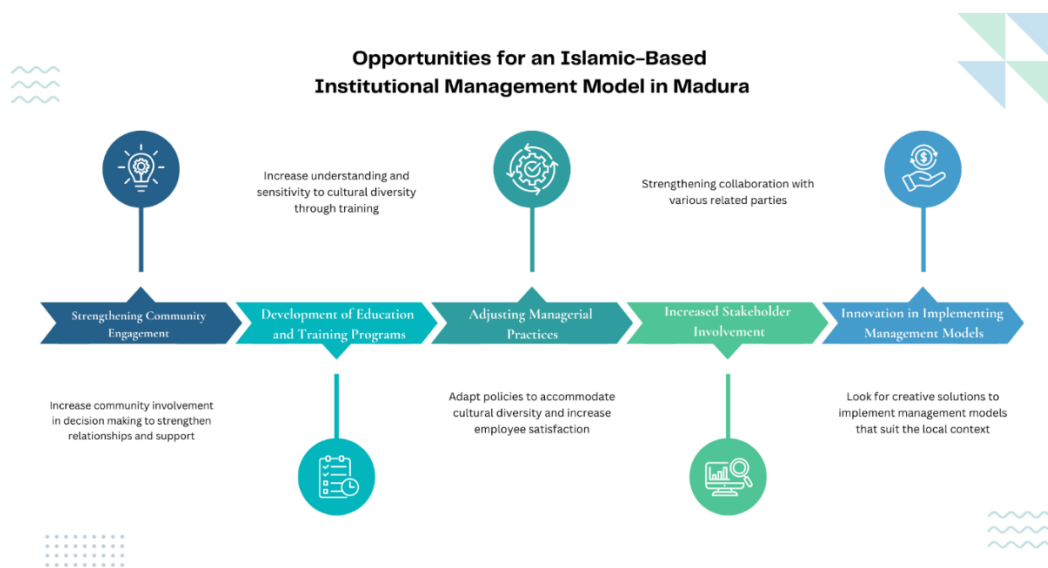


**Figure 1. Challenges of Islamic-Based Institutional Management Models in Madura**



Innovation in managerial practices is also one of the important steps in facing this challenge. Finding innovative ways to implement management models that are appropriate to the local cultural context, including adaptation of human resource policies, flexible working hours, and religious celebrations that take into account cultural diversity, can be an effective solution. Strengthening internal communication between leaders and members of the organization is also necessary to ensure that all parties understand the goals and benefits of the management model adaptation, thereby reducing miscommunication and increasing employee engagement.

Finally, continuous evaluation and adjustment to the implementation of management models is essential to ensure their relevance and effectiveness in the face of environmental and cultural changes. By conducting regular evaluations, institutions can continue to develop and refine their management models, so that they can adapt to the dynamics of society and remain consistent with Islamic values.



**Figure 2. Opportunities for Islamic-Based Institutional Management Models in Madura**

After analyzing several obstacles in implementing the Islamic-based institutional management model in Madura, there are several strategic opportunities that are quite promising for these institutions to adopt. These opportunities can be used as strategies to strengthen the application of more effective and harmonious management models in diverse cultural contexts.

First, strengthening community involvement in decision-making is one of the biggest opportunities. By involving local communities in the managerial process, these institutions can increase the sense of ownership and support from the community. Open discussion and dialogue forums can strengthen the relationship between institutions and the community and reduce the potential for conflicts that may arise due to differences of view. Through more active engagement, local communities will feel more valued and accommodated in the decision-making process, creating a more inclusive and participatory environment.

Second, the development of education and training programs designed to increase understanding and sensitivity to cultural diversity is another opportunity that can be taken advantage of by institutions in Madura. These programs not only help build an inclusive work culture but also support the application of Islamic principles in a way that is sensitive to local contexts. This kind of training can increase awareness of the importance of respecting and appreciating cultural differences, as well as reduce the possibility of miscommunication and tension in the workplace.

Third, the adjustment of managerial practices to accommodate cultural diversity is an opportunity to create a more harmonious and respectful work environment. Flexible policies regarding leave, working hours, and religious celebrations can increase employee satisfaction and productivity. By recognizing and adapting to the needs and preferences of employees who come from different cultural backgrounds, institutions can create a more positive and supportive work atmosphere. Fourth, increasing stakeholder engagement, including employees, the community, and other related parties, can strengthen the implementation of Islamic-based management models. Through better communication and collaboration, institutions can leverage a variety of perspectives and resources to achieve common goals. The involvement of all stakeholders will ensure that decisions taken reflect the interests of all parties involved and support the effective application of sharia principles.

Fifth, the challenges in the integration of sharia principles and local culture also open up opportunities for innovation. Institutions can seek creative solutions that allow the implementation of management models that are appropriate to the local context without sacrificing the core values of Islam. This kind of innovation can include adapting human resource policies, developing employee well-being programs, and introducing managerial practices that support cultural diversity. With an innovative approach, institutions in Madura can continue to grow and contribute positively to the community and society as a whole.

The development and improvement of Islamic-based institutional management in Madura face various challenges that hinder the implementation of a more effective and harmonious management model in the midst of existing cultural diversity. These challenges encompass several complex aspects that require an integrated and strategic approach. One of the main challenges is the difficulty in integrating sharia principles with local customs and culture. Local cultural practices that may not be fully aligned with Islamic values require careful adjustment. To achieve the desired balance between Sharia integrity and respect for local customs, consultation and collaboration with local cultural figures are essential. Involving these figures in discussions and decision-making is important to ensure better and sustainable integration (Jamwal et al., 2021).

On the other hand, these challenges also open up strategic opportunities that can be taken advantage of by institutions in Madura. One of the biggest opportunities is to strengthen community involvement in decision-making (Castro-Arce & Vanclay, 2020; Li et al., 2020). By involving local communities in the managerial process, these institutions can increase the sense of ownership and support from the community. Open discussion and dialogue forums can strengthen the relationship between institutions and the community and reduce the potential for conflicts that may arise due to differences of view. Adapting managerial practices to accommodate cultural diversity is another opportunity to create a more harmonious and respectful work environment (Gómez-Hurtado et al., 2021; Zacharias et al., 2021).

Flexible policies regarding leave, working hours, and religious celebrations can increase employee satisfaction and productivity. By recognizing and adapting to the needs and preferences of employees who come from different cultural backgrounds, institutions can create a more positive and supportive work atmosphere.

Finally, the challenges in the integration of sharia principles and local culture also open up opportunities for innovation. Institutions can seek creative solutions that allow the implementation of management models that are appropriate to the local context without sacrificing the core values of Islam. These innovations can include adapting human resource policies, developing employee well-being programs, and introducing managerial practices that support cultural diversity. With an innovative approach, institutions in Madura can continue to grow and contribute positively to the community and society as a whole. This research contributes to the field of educational management by demonstrating how Islamic-based management models can be effectively integrated with local cultural practices in Madura, offering a framework for other regions with similar cultural diversity. By identifying and implementing adaptive management strategies that respect and incorporate local traditions within the Sharia framework, the study provides valuable insights into fostering inclusivity and harmony in educational settings. It also highlights the importance of community involvement in decision-making processes to enhance institutional support and minimize cultural conflicts. Additionally, the research underscores the significance of modifying human resource policies to accommodate cultural diversity, which is crucial for creating an inclusive and supportive educational environment. Overall, this study enriches the academic discourse on managing educational institutions in culturally diverse societies by proposing a model that balances religious principles with local customs, ensuring both cultural relevance and adherence to Islamic values.

## CONCLUSION

The conclusion of this study reveals that integrating Islamic-based management models with local cultural practices in Madura offers a harmonious and effective management approach, which significantly increases community engagement and support. This research shows that adaptation and flexibility in the application of sharia principles in accordance with local customs not only maintains Islamic values but also respects the uniqueness of local culture. This contributes to the creation of an inclusive and supportive educational environment, where community members feel valued and actively involved in decision-making in educational institutions. These findings provide valuable lessons on the importance of building bridges between religious values and local traditions to effectively manage educational institutions in a multicultural context.

From a scientific perspective, this study enriches the literature on education management by proposing a management model that integrates religious and cultural aspects simultaneously. This is a methodological advancement because it uses a combination of qualitative and quantitative techniques to explore the dynamics of the management of Islamic-based educational institutions in diverse cultural contexts. However, this study has limitations due to its limited focus on the case in Madura, which may not fully represent the situation in other regions with different cultural diversity or demographic characteristics. Therefore, further research is needed to apply and test this model in a variety of geographic and cultural contexts, as well as involving participants with a wider range of ages, genders, and backgrounds.

Future research should also consider the use of survey methodologies to gain a broader and deeper understanding, which can support the development of more effective and targeted education policies.

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