

LEARNING MANAGEMENT DURING THE COVID-19 PANDEMIC “CASE STUDY IN DAARUL HIKMAH MODERN PONDOK-TANGERANG”

Payung Hasibuan¹, Erpin Harahap²



Health Polytechnic Ministry of Health Jakarta I, Indonesia¹
University of MuhammadiyahTangerang, Indonesia²

Abstract— The purpose of this study was to determine the management of the learning process during a pandemic in Islamic boarding schools including management principles such as planning, organizing and evaluating by including various factors in it in order to achieve the expected learning objectives. This is necessary considering that until now educational institutions that still carry out face-to-face learning can be said to be only Islamic boarding school. The object of this research is Modern PondokDaarulHikmahTangerang – Banten. The method used is qualitative data obtained through observations and structured interviews with the management team of Islamic boarding schools. From several observation items and interview results, it can be concluded that Islamic boarding school learning is carried out offline (face to face) through management principles with health protocols. First, learning planning still refers to educational goals and applicable Islamic boarding school values. Both learning organizations are carried out based on the structure and main tasks of each element such as teachers, students and employees. Third, from the control aspect, in this case the learning evaluation is carried out objectively and adaptively, namely adjusting several aspects to government regulations and internally applicable regulations.

Keywords— Management, Learning, Pandemic covid-19

1. Introduction

As we all know that at this time the world is shocked by an infectious disease called coronaviruses disease or often called covid-19. This virus was discovered in the Wuhan area of China[1]. The massive spread of the virus to various countries has caused a global pandemic not to be missed in Indonesia, taking data as released by the National Disaster Management Agency in May that this virus has spread to 223 countries with confirmed victims reaching 163,312,429 people, with 3,386 deaths. .825 souls. Meanwhile, confirmed victims in Indonesia were positive: 1,748,230, recovered: 1,612,239, and those who died: 48,477 [2].

Even more dangerous, until now, various menus/types of suspected breeding of the corona virus have emerged, such as: a virus with variant B.117 from England with the type 'alpha', also from South Africa known as B.1351 as 'beta', then the variant detected in Brazil and named 'Gamma', also later emerged from India with the 'delta' variant[3].

This extreme situation has created prolonged misery for all dimensions of human life, socially, economically, politically and educationally. Socially, the Covid-19 virus has changed the structure and social order of humans in general, where before the pandemic, Indonesian humans in particular were people who were full of culture and social values such as mutual cooperation, visits, and other social actions. When this pandemic is going on fundamentally, we are even in a situation equivalent to a world war or even more, because at this time we are faced with an invisible enemy. As a way to minimize the transmission of the virus, various ways to minimize gatherings and crowds are carried out, such as social distancing, large-scale social restrictions (PSBB) and others. Then from another social aspect, that this virus, especially at the

beginning of the outbreak, has caused disorganization in the midst of society, namely due to the spread of various information about the corona virus that has infected Indonesia, making some people more overprotective of the surrounding environment.

Excessive fear has affected the social attitude of each individual, namely being more suspicious of someone who coughs, sneezes, or looks pale, then there is also a bad view that is pinned on someone who belongs to the category of ODP, OTG, PDP, positive patient, recovered patient, even to the medical personnel themselves. that this virus, especially at the beginning of the outbreak, has caused disorganization in the community, namely due to the spread of various information about the corona virus that has infected Indonesia, making some people more over-protective of the surrounding environment. Excessive fear has affected the social attitude of each individual, namely being more suspicious of someone who coughs, sneezes, or looks pale, then there is also a bad view that is pinned on someone who belongs to the category of ODP, OTG, PDP, positive patient, recovered patient, even to the medical personnel themselves. that this virus, especially at the beginning of the outbreak, has caused disorganization in the community, namely due to the spread of various information about the corona virus that has infected Indonesia, making some people more over-protective of the surrounding environment. Excessive fear has affected the social attitude of each individual, namely being more suspicious of someone who coughs, sneezes, or looks pale, then there is also a bad view that is pinned on someone who belongs to the category of ODP, OTG, PDP, positive patient, recovered patient, even to the medical personnel themselves[4].

Then from the economic aspect, citing Nielsen data entitled "rice against the virus, Indonesia consumer response towards covid-19 as stated by Matdio 2020, that at least 50% of Indonesians have started to reduce their activities outside the home, and 30% of them plan to spend more time at home. shop online. From these data, in one aspect it will disrupt the economic stability of the community due to the large reduction in community activities. Even in some places there was a reduction in employees and workers, which cannot be denied will have an impact on people's income and purchasing power.

So what about the world of education? from some data and research it was found that the same thing is felt that this global pandemic has had a large and sustainable impact on the world of education, the massive transmission of the covid-19 virus that occurs between humans has caused many schools to be permanently closed, although some have tried alternatives by changing the learning model. go online/online or an online and offline integration/merger model emerges. UNESCO data in May 2020 as revealed by AgusPurwanto that the impact of covid-19 has resulted in at least 39 countries closing schools and affecting students who reached 421,338,462 people. So that some educational agendas and programs are abolished as a preventive measure such as the National Examination which is replaced by an assessment of report cards and the authority of the school. This impact is felt by all levels of education, not only at the elementary and secondary levels but also at the tertiary level[5].

Education in this case the learning process in Indonesia so far the majority use conventional or face-to-face models, so with the implementation of online learning it becomes a forcing situation for schools, parents and students to be able to use technological sophistication, online learning is carried out through several features. and applications such as zoom, skywife, google meet whatsapp and various other applications. The various learning alternatives above have their own problems in the regional context of Indonesia because the responsibility for education is more emphasized on schools, this is education from home/distance learning becomes taboo and has its own problems, psychologically children are more happy to be taught by experts in this case teachers and done face to face then the implementation of online learning affects the psychology of students in terms of attitudes and views the urgency of a learning plus there are obstacles in the availability of information and technology infrastructure facilities. Inevitably in remote villages that are far from the presence of IT supporters such as signals and this is only an additional problem for teachers/educators[6].

Learning has changed from face-to-face to online, the number of meetings for teaching and learning activities has decreased drastically, which of course will be a big challenge for teachers/educators so that the value/nature of learning can still be realized. However, when the majority of educational institutions, especially those based on round trips, or those managed directly by the government, namely state-labeled education, really feel the impact of COVID-19 because learning has changed from face-to-face to distance learning. The government has established a distance learning system/virtually, as a step in minimizing transmission to students/school residents. as if Covid-19 did not have a significant negative impact on Islamic boarding school-based educational institutions,

In June 2020 several Islamic boarding schools in Java began to implement face-to-face learning, the implementation of face-to-face learning at Islamic boarding schools of course still had to pay attention to strict health protocols (prokes). Provisions for the implementation of learning which is a joint decision of four Ministers, namely, the Minister of Education and Culture, the Minister of Religion, the Minister of Health, and the Minister of Internal Affairs Country. Islamic boarding schools are education providers that have the potential to spread Covid-19. Therefore, the government is very careful in issuing policies related to learning activities for school-age children, especially Islamic boarding schools. Decree of the Minister of Health of the Republic of Indonesia (2020) regarding Guidelines for Islamic Boarding School Community Empowerment in the Prevention and Control of Corona Virus Disease2019 (Covid-19) in Islamic boarding schools has become a reinforcement as well as guidelines in the implementation of education in Islamic boarding schools during the pandemic[7].

One of the Islamic boarding schools that has implemented direct education and teaching is Pondok Modern DaarulHikmah, a boarding school located in the northern part of Tangerang, which was established in 2001 and has around 700 students from various areas in Tangerang and outside Java. The Islamic boarding school system based on muqim/boarding, where all students live in the pesantren, is very decisive in the realization of learning during the pandemic. At the beginning of the COVID-19 emergency, the Board of Directors had time to repatriate the students and learning was done online, then at the beginning of the new school year the boarding school resumed in-person learning and the arrival of students was carried out in stages by conducting self-quarantine first and implementing strict health protocols.

2. Literature Review

2.1 Defenition of Management

Etymologically management (in Indonesia translated as "management" comes from the words "Manus" (hand) and "Agere" (do) which after being combined into "Manage) (English) manage or managiere (Latin). Meanwhile, at the level of management terminology, it is defined as the management of various components (subjects) in an organization (predicate) to realize one goal.

Then, to provide an overview of the following understanding of management, the researchers include three theories with different aspects of language, then the researchers interpret them based on the structure of keywords:

Indonesian "Malayu SP Hasibuan"

"Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve certain goals."

English "Terry"

Terry "Management is a distinct process consisting of planning, actuating and controlling, performed to determine and accomplish stated objectives by the use of the human being and outherreresources"

Salim Al-Idrus Arabic as quoted by Dzakiyatul 'Abidah:

“الإدارة تليق بالابتداء فإلهام المؤسسة أنت الحجاجمعياتالتعاونات“

"Management is a practice / activity that has the aim of achieving various planned goals, both on a large scale such as an organization.

From the three opinions above, the researcher tries to draw the conclusion that management is a science (knowledge), the existence of science is a long history of the birth of man himself. and art (art) as a special skill to see the totality of the various and plural parts. Art in management will bring each element easier to understand and determine direction together. So that the integration of science and management at the management level means that science teaches something, while art teaches how something can be realized effectively and efficiently.

2.2 The Nature of Learning

Education in terms of various aspects ranging from religious, philosophical, social, economic and even political is something fundamental for the creation of human life in the future. In a narrow sense, the educational process is emphasized on the transformation process, namely learning. Therefore, considering the level of difficulty and the burden of education, appropriate management is needed, especially during the current pandemic. In the National Education System Law Number 20 of 2003, article 3 states that national education functions to develop capabilities and shape the character and civilization of a dignified nation in the context of educating the nation's life, and aims at developing the potential of students to become human beings who believe and fear God Almighty. One, noble, healthy, knowledgeable, capable, creative, independent.

The role of education is very important in human life and cannot even be separated from the whole process of human life. In other words, the human need for education is absolute in personal, family and community life, nation and state. If the education system functions optimally, it will achieve the progress that it aspires to, otherwise if the education process that is carried out does not run well, it will not be able to achieve the desired progress. However, there are many criticisms made by various groups against education, or rather against educational practices, but almost all parties agree that the fate of a community or a nation in the future is very dependent on the contribution of education.

Learning as an integral part of education is a process of interaction between students and educators and various learning resources in the environment[8]. From this terminology, it can be underlined that learning is carried out not only individually but occurs mutually and together between two components, namely teachers and students.

2.3 Management Functions in Learning

The thing that must be understood is that management is a tool to generate goals (goals) not the goal itself, as a management tool has a function according to the object and its use, interpreting a goal can be generalized from two activities that emphasize the importance of management, namely those that have a benefit orientation This (advantage) is practiced in the business and business world, but there is also an emphasis on customer satisfaction (satisfaction).

To provide an overview related to the implementation of management functions in the context of learning, the following researchers describe:

2.3.1 Planning

Learning as part of the educational education process is an effort that is made consciously and planned. So from this fragment of terminology, it can be ascertained that everything that will be carried out in the joints of education must be based on a mature and comprehensive set of planning. The development of the meaning of planning is a determination of activities to be carried out in the future. Planning in Arabic is interpreted as intention. Namely the formulation of future actions that are oriented to the results to be achieved both individually and organizationally.

The urgency of a plan is defined as a prerequisite in every activity that determines aspects of perfection and the level of motivation, even if it is associated with religious values and worship, the intention is to be in a position that will determine whether the work is legal or not. In the same hierarchy in education/learning a plan will become a diagram, this is as stated by SerhatSural that a teacher's planning both when making teaching planners, as well as those related to education will determine other implementation symbols such as: what (what) when (when) why (why) and when (when). as follows: "Plan is a template that consist of diagrams or steps used to achieve a goal. More specifically, it is a draft which provides a framework about what, when, why and how to teach or written document that explains teachers course activities"[9].

Actualization in education is that educators at all levels, both principals, teachers, and other education personnel think about the methods to be used, and are based on logic (thinking logically and realistically) about the results to be obtained. So planning requires three continuous integrations, namely: method, plan and logic[10]. The implementation of planning elements in education among educators has not been quite successful, especially in teaching. The level of students' grasping power is in the middle to lower position, so they are required to be able to make strategic concepts and plans, especially developing the prophetic values contained in them.

The focus of interpretation related to planning is on the meaning "and everyone should pay attention to what he has done for tomorrow (hereafter) giving a sign that literally has the context of the hereafter but is actually relevant to things that are worldly matters, because the things that are done in the world are essentially related and related with the afterlife.

2.3.2 Organizing

Organizing is an effort that is carried out on an ongoing basis, determining the hierarchy and who and what to do, so that to be able to organize properly requires the persistence and integrity of each actor. The structure in an organization becomes the determinant, so that the integration of the organizational structure will provide a job position, control mechanism, collaboration and coordination[11].

The Prophet Muhammad SAW has given an example related to organizing and making diversity as an attachment through the metaphor of body parts. "The parable of the believer in love and compassion, is like a limb that is hurt in one part will be visited by all other parts of the body."

The researcher tries to refresh the memory of the 6th President of the Republic of Indonesia Susilo Bambang Yudhoyono as well as a national figure in several directions and in his communication, emphasizing that for an organization to be effective at any level it must be adjusted to the capabilities and capacities of its people, professionalism in the position will determine its effectiveness and success behavior, (the right man in the right place)[12]. The consequence of organizing is the increase in one's responsibility and role, whether one is able to manage an organizational product in a trustworthy, professional, creative, and innovative manner and maintain high integrity.

This world is beautiful and has an attraction for those who try to contemplate it, among which the greatness of God is the creation of pairs, heaven and earth, day and night, and this indicates that in the realization of

an effective organization requires positive values and character, but if not it will be a bad present for the community

2.3.3 Movement / Actuation

Orientation to perfect results and working together is the mission of an organization. Robbins as developed by Yanti, that the essence of the existence of a hierarchy in an organization is synergy and a shared willingness to work and coordinate [13]. However, at the practical level, the mission above is not an instant thing, because either implicitly through standards and guidelines or explicitly, situations and conditions always require stimulation and stimuli in order to create the power and willingness to realize the predetermined goals.

By developing the definition of intention related to its integration with action, it is defined as “a plan that is spoken verbally and actualized through an action. So that the two previous management principles of planning and organizing are theoretical concepts in verbal form while actions must be with a movement / work

2.3.4 Controlling

The word "error" is often heard with a result that is not optimal, either caused by humans themselves or constrained by certain systems and tools, so that preventive steps are needed an orderly supervision. Control that follows the implementation of the strategy, detects problems or changes that occur in the rationale, and makes necessary adjustments.

Taking the essence and concept of Strategic Management presented by Prof. Koesmawan in his presentation explained that strategic evaluation includes 3 components [14]:

- a. Examine/examine the basic concepts of an organization/strategy (the asynchronous data and results are certainly influenced by two factors, namely: first, the internal factor internal factor analysis strategy (IFAS) and the second external factor external factor analysis strategy (EFAS).
- b. Carry out measurements and comparisons between targets and interim results based on predetermined standards and criteria.
- c. Take corrective action. An action can lead to a change in strategy formulation, a change in strategy implementation, or will have an impact on both.

3. Research Methods

Steven Dukeshire & Jennifer Thurlow (2010) as quoted by Sugiono said that “research is the systematic collection and presentation of information”. Research is a systematic way to collect data and present the results. Research can also be interpreted as a series of activities or scientific activities to find the truth that God's creatures named humans can do is to use qualitative methods, namely research that tries to find something and data is obtained through two techniques, namely observation/interviews and literature. In relation to observations, researchers made direct observations of learning management carried out during the pandemic, while for in-depth research the researchers conducted interviews with several competent parties in the implementation of learning such as: boarding school leaders, school principals and teachers. As for the literature [15].

This research was conducted at Pondok Modern DaarulHikmah from January to June 2021. The data in this study were collected using interview and observation techniques. Interviews were conducted with policy holders in the Pondok environment, while observations were made to observe and record things related to the object of research. The data analysis technique in this study used interactive analysis techniques. This

technique includes critical analysis of managerial and learning management during a pandemic. Interactive analysis techniques include (1). Data collection. (2). Data reduction. (3). Data presentation, and (4). Conclusion and verification.

4. Results and Discussion

From the results of observations and interviews of researchers with related parties regarding learning management in the Covid-19 era, in general, they can be grouped into two, namely:

4.1 Online Based Learning Management

Organizing education, especially learning in the midst of the Covid-19 crisis, is not easy, because the risks and impacts are very powerful, not only causing illness but can also lead to death. But on the other hand learning is a religious commandment and is mandatory, so once again the world of education is faced with two very opposite things, however DaarulHikmah Modern Islamic Boarding School ventures to carry out face-to-face learning in order to achieve the vision and mission of the Islamic boarding school, of course with endeavor and implementing strict protocol. However, an optimal management and arrangement is needed so that things do not happen that actually bring harm to the pesantren residents.

Based on data obtained that at the beginning of the COVID-19 pandemic around May 2020, the Islamic boarding school had time to repatriate all students because they followed the development of the situation and conditions and carried out directives from the government regarding learning from home / online. In order for teaching and learning activities to continue, the management of the pesantren, especially in the curriculum field, arranges a special learning schedule with a pattern of subjects in rooling every two weeks, then learning each day consists of two lessons. With the results stated that as far as the learning process at home takes place, learning is felt to be ineffective and very different from face-to-face.

In online-based emergency learning when placed in the context of Islamic boarding schools, it is actually not very effective, this is because the three learning objectives consisting of cognitive, affective and psychomotor aspects are not achieved evenly and significantly. the formation of ethics and aspects of students'/students' aspects so that the learning that is carried out not in one place/class reduces the values and morals of students such as manners in dressing, speaking and as well as interactions that are not considered communicative.

Apart from the weakness of learning progress as the researchers found that when learning is done online, another inhibiting factor is the unequal distribution of students and guardians of students in the availability of gadgets and tools such as Android-based mobile phones, signal strength and quota adequacy and others. So that learning as conceptualized in 21st century learning as high-level learning (hidh order thinking) is relatively not realized.

4.2 Face to face Learning Management

The world of education, in this case school institutions or Islamic boarding schools, is a central point in the sustainability of a nation, because it is in education that future generations can be nurtured and directed, the COVID-19 pandemic that is hitting the world today is a big challenge for the world of education. learning as a process of transformation of knowledge and values is important and very vital, failure to manage learning will set a bad precedent for students. So that Islamic boarding schools that have been proven to be able to survive and continue to exist until now have their own uniqueness and characteristics in fostering and educating students.

DaarulHikmah Modern Islamic Boarding School as an educational institution is relatively inclusive and adaptive to the development of the situation, especially in carrying out learning in the Covid-19 era, as a form of prevention that has an impact on student learning. Islamic boarding school managers apply several

management principles, as follows:

First planning (planning). The learning that takes place at the DaarulHikmah boarding school still refers to the educational goals and values of the applicable Islamic boarding school. During learning, teachers and students continue to study by complying with health protocols such as wearing masks and washing hands. The presence of the covid-19 virus for communal groups such as Islamic boarding schools (especially modern ones) makes learning unlike before the pandemic. This resulted in the pesantren cutting the duration of learning from the original 40 minutes to 30-35 minutes.

Learning planning is closely supported by the establishment of a system and governance of Islamic boarding schools. During the pandemic, pesantren made improvements to various existing systems, such as minimizing guests and guardians of students visiting the pesantren. Then from that there is security and security that is always on guard in sorting every personal who enters the boarding school area. From the establishment of a system and the cultivation of a culture of awareness of the importance of clean and healthy living through good planning, it becomes the main support for the creation of the expected learning process.

Second the organization of learning is carried out based on the structure and main tasks of each in each element such as teachers conducting structured learning, good governance in carrying out a learning in the sense that it will minimize the transmission of the virus to students/students. A teacher is able to do learning well if the teacher is able to do various things that support the effectiveness of learning such as methods, media and others. Then the existence of the carrying capacity of various components such as fellow teachers, principals and the environment will accelerate the pace of learning outcomes. So that other teachers (colleagues) are expected to provide support and school principals / leaders provide targeted policies, especially learning during the Covid-19 period.

In general, learning is carried out through three main stages, namely exploration, elaboration and confirmation activities. So far, teachers in Islamic boarding schools have continued learning by referring to the three series, however, trying to explain things that are more dominated by direct contact, such as memorization, takallum and muhadatsah, teachers are more likely to carry out learning that emphasizes teacher subjectivity and student status.

Third in the aspect of controlling or evaluating learning that evaluation is an important component and is a step that must be carried out by teachers to determine the effectiveness of learning. Related values and results can be used as feedback for teachers in improving and perfecting learning programs. At this time, the Government has decided to abolish the implementation of the national exam as in previous years, and replace it with the results of the assessment of report cards and education unit policies. This is relatively different from the facts found in Islamic boarding schools, Islamic boarding schools are still able to carry out normal learning evaluations, especially on boarding materials other than the national exam.

5. Conclusion

Learning management at Islamic boarding schools has a very significant role, this is because the COVID-19 pandemic still exists and it is not known when it will end. So that the decision of Islamic boarding schools to continue to carry out face-to-face learning requires an integrated and comprehensive good management. In learning that involves teachers and students based online in one aspect it can minimize the spread of the covid virus, but on the other hand the purpose of learning itself is relatively unattainable as well as the formation of values and culture in the affective aspect is considered difficult..

6. References

- [1] Nadia Apriliawati, "Responsibility of the Country of Origin for the Pandemic According to International Law," *J. Log.*, vol. 12, no. no 01, p. 9, 2021.
- [2] Komite Penanganan Covid-19 dan Pemulihan Ekonomi Nasional, "Situasi COVID 19 di Indonesia," 2021. <https://covid19.go.id/berita/data-vaksinasi-covid-19-update-18-mei-2021>.
- [3] World Health Organization, "Coronavirus disease (COVID-19)," 2021. https://www.who.int/emergencies/diseases/novel-coronavirus-2019?gclid=Cj0KCQjw0emHBhC1ARIsAL1QGNehx3yFapez45AMy8ngDtZVX1S755CC39uRb0zUqDAz3S67g9u49osaArs9EALw_wcB.
- [4] anthology Muhammad Fajar, "Revealing the social impacts of covid-19," *IAIN Parepare*, vol. 2020, p. 8.
- [5] Agus Purwanto, "An exploratory study of the impact of the COVID-19 pandemic on the online learning process in elementary schools," *EduPsyCouns*, vol. Vol 2, no. No 1, p. 3, 2020.
- [6] Mastura, "The impact of the covid-19 pandemic on the teaching process for teachers and students," *J. Teach. Stud.*, vol. Vol 3, no. No 2, p. 290, 2020.
- [7] Fahham, "Learning in Islamic boarding schools during the covid-19 pandemic," *DPR Expert. Res.*, p. 14, 2020.
- [8] Hamdani, *Teaching and Learning Strategy*. Bandung: Setia Pustaka, 2011.
- [9] Serhat Sural, "An examination of pre-service teacher's competencies in lesson planning," *J. Educ. Train. Stud.*, vol. Vol 7, no. No 3, p. 1, 2019.
- [10] Abu Darda, "Madrasah, Quality and strategic plans (renstra)," *J. Islam. Educ.*, vol. Vol 2, no. No 1, p. 5, 2018.
- [11] Atty Tri Juniarti, "The influence of organizational structure and leadership on employee performance of PT Bumi Tama Gunajaya Argo," *Triekonomika*, vol. Vol 8, no. No 2, p. 9, 2009.
- [12] K. S. NEGARA and R. INDONESIA, "Peresmian Gedung Manajemen dan Peremajaan Identitas Garuda," 2009. https://www.setneg.go.id/baca/index/peresmian_gedung_manajemen_dan_peremajaan_identitas_garuda.
- [13] Yanti Budi Asih, "Organizational Structure, Work Design, Organizational Culture And Its Influence And Influence On Employee Productivity, Case Study At PT XX In Jakarta," *J. Liq.*, vol. Vol 1, no. No 2, p. 95, 2012.
- [14] Koesmawan, "Evaluation of Functional Strategy Control, control, was delivered in the Strategic Management Course. Islamic Education Management Doctoral Program," 2019.
- [15] Sugiono, *Educational Research Methods*. Bandung: Alfabeta 3rd edition, 2019.



This work is licensed under a Creative Commons Attribution Non-Commercial 4.0 International License.