



Strategic and Integrated Management of Islamic Education Foundations for Institutional Sustainability

Dino¹, Muhammad Fazis¹, Suharmon¹

¹Universitas Islam Negeri Mahmud Yunus Batusangkar, Indonesia

✉ elkhansaa881435@gmail.com*

Abstract

The growing role of foundations as governing bodies of Islamic education has become increasingly strategic, particularly for those managing multiple institutions with rapid expansion. This dynamic context generates managerial complexity, especially in human resource development and infrastructure provision. This study aims to analyze how Islamic education foundations in West Sumatra implement the core management functions of planning, organizing, actuating, and controlling. Employing a qualitative field research approach, data were collected through in-depth interviews, direct observation, and document analysis involving foundation executives, divisional heads, and school leaders. Data analysis followed a descriptive qualitative framework, encompassing reduction, presentation, and conclusion drawing. The findings reveal that foundation management is conducted in a structured and centralized manner, characterized by strategic and medium-term orientation. Human resource and infrastructure planning is integrated into a five-year strategic plan aligned with financial management. Organizational structuring is achieved through functional divisions with clear task distribution and authority. Implementation is carried out selectively and progressively, utilizing internal resources and foundation-based management information systems. Control mechanisms include periodic evaluation, budget adjustments, asset documentation, and cross-divisional coordination. The study implies that strategic and integrated management practices strengthen institutional sustainability, offering a replicable model for large-scale Islamic education governance in diverse contexts.

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INTRODUCTION

Education is the cornerstone of national development and plays a strategic role in enriching the lives of the people (Rahmat et al., 2024). Within the national education system, the provision of education is not solely the responsibility of the government but also involves community participation through legally established institutions, one of which is an educational foundation (Undang-Undang, 2003). The existence of foundations is a crucial element in addressing

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the diverse educational needs of the community, while also providing a model of educational management that is more adaptive, contextual, and sustainable (Nurdiansyah, 2026).

In the context of Islamic education, the role of foundations has become increasingly strategic because Islamic education is oriented not only toward academic achievement but also toward fostering students' faith, moral values, and character (Ahmad & Zaini, 2015). Therefore, the administration of Islamic educational institutions requires a management system that is not only administratively effective but also professional, trustworthy, and quality-oriented (Azizah et al., 2025). The values of trustworthiness and responsibility in the management of Islamic educational institutions have a strong normative foundation in the Quran, which emphasizes that every trust must be fulfilled fairly and responsibly. *Allah Ta'ala* states:

إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَحْكُمُوا بِالْعَدْلِ ۚ إِنَّ اللَّهَ نِعِمَّا يَعِظُكُمْ بِهِ ۚ إِنَّ اللَّهَ كَانَ سَمِيعًا بَصِيرًا

Meaning: *Indeed, Allah commands you to render trusts to whom they are due and when you judge between people to judge with justice. Excellent is that which Allah instructs you. Indeed, Allah is ever Hearing and Seeing* (QS. An-Nisa': 58)

In addition to emphasizing the principles of trustworthiness and justice in the management of institutions, the Quran also provides more specific guidelines regarding the criteria for human resources who are worthy of being entrusted with work. *Allah Ta'ala* says:

قَالَتْ إِحْدَاهُمَا يَا أَبَتِ اسْتَأْجِرْهُ إِنَّ خَيْرَ مَنِ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ

Meaning: *One of the women said, "O my father, hire him. Indeed, the best one you can hire is the strong and the trustworthy."* (QS. Al-Qasas: 26)

Legally, the management of educational foundations in Indonesia is governed by Law No. 16 of 2001, as amended by Law No. 28 of 2004 on Foundations, and Law No. 20 of 2003 on the National Education System. These regulations stipulate that foundations, as educational institutions, are responsible for managing educational institutions in a professional, accountable, and high-quality manner. The national education quality framework is outlined in eight National Education Standards (SNP), which serve as the minimum benchmarks for the quality of education delivery (Direktorat Jendral Peraturan Perundang-Undangan, 2003).

In practice, not all national education standards present the same level of challenge. Various empirical studies indicate that standards for educators and educational personnel (human resources) as well as standards for facilities and infrastructure are key factors that significantly determine the achievement of other standards. The quality and sustainability of human resource management are the primary drivers of learning effectiveness, institutional management, and the achievement of overall educational quality (Eigruber & Wirl, 2024).

Within this normative and managerial framework, the Dar El Iman Padang Foundation is one of the Islamic educational foundations that has demonstrated rapid institutional growth accompanied by complex dynamics in human resource management. The foundation, which holds legal standing under Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. C-1231.HT.01.02.TH 2006, oversees thirteen formal educational institutions, ranging from kindergarten through high school, with a total enrollment of more than 2,600 students.

The reputation of the Dar El Iman Foundation in Padang has also been bolstered by external recognition of its contributions to the development of

Islamic education at the regional level, as evidenced by the awarding of a Gold Pin by the Mayor of Padang to the Foundation's Chairperson in recognition of his dedication and strategic role in the field of education. This recognition demonstrates that the foundation is not only growing internally but is also gaining social legitimacy as an influential Islamic educational institution.

In line with this development, the foundation manages a large workforce that is growing at a very rapid pace. Empirical data shows that the number of educators increased significantly from 231 in 2023 to 462 in 2025. This nearly twofold increase over a two-year period not only reflects quantitative institutional expansion but also has managerial implications in the form of increased complexity in the planning, organizing, implementation, and supervision of human resources. In terms of academic qualifications, by 2025, 315 teachers (70.27%) held bachelor's and master's degrees, while the remainder held diplomas or high school diplomas. This composition indicates the existence of human resource recruitment and development policies oriented toward improving academic quality, in line with the growth in the number of educational institutions.

The growth in the number of educational institutions, students, and teaching and non-teaching staff has direct implications for the increasing needs and complexity of managing human resources and infrastructure. In this context, the Dar El Iman Padang Foundation can be positioned as a strategic case that represents the challenges of managing a large-scale Islamic educational foundation, particularly in maintaining consistent educational quality across all educational institutions under its umbrella. These conditions require the implementation of structured, integrated, and sustainable management functions to ensure that institutional growth does not lead to a decline in the quality of education (Nurmalina et al., 2021).

However, empirical studies that specifically examine the role of foundations as strategic managers of Islamic educational institutions particularly in human resource management remain relatively limited. A search of the Scopus database for studies on the management of Islamic educational foundations yielded 15 documents. This analysis clearly shows that no studies related to the management of Islamic educational foundations in Indonesia have been identified. The following is a visualization of the VOSviewer bibliometric analysis based on the themes of management, integrated governance, Islamic educational foundations, and sustainability orientation.

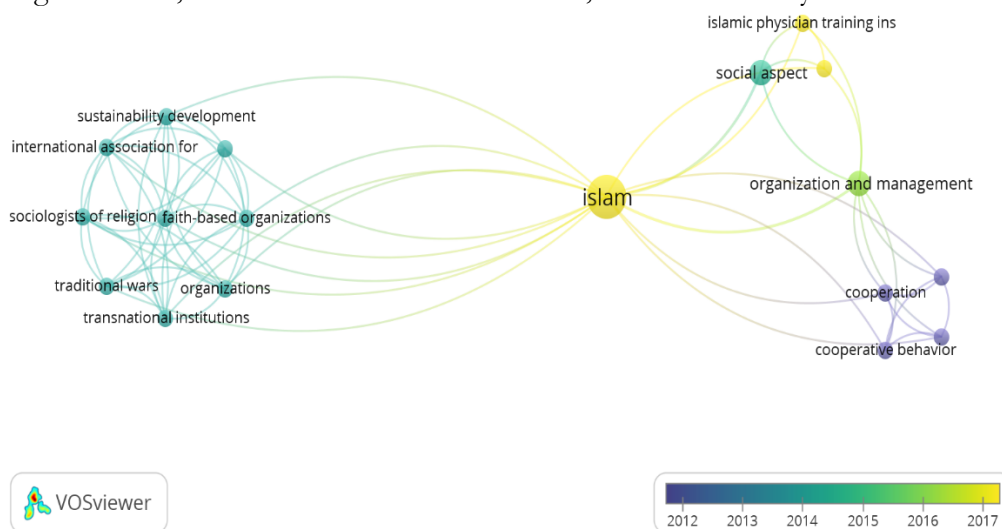


Fig 1. Vosviewer visualization analysis related to the management of Islamic educational foundations (Scopus database)

Furthermore, based on a review of data from Google Scholar, a number of previous studies on the management of Islamic educational foundations have largely focused on the school level, with the principal as the primary management actor; consequently, the role of the foundation as the center for policy formulation, strategic decision-making, and quality control has not yet been studied in depth (Creswell, 2014).

Given these circumstances, this study is considered important to comprehensively examine how the Dar El Iman Padang Foundation carries out its management functions in the administration of human resources and infrastructure. The results of this study are expected not only to provide an empirical overview of management practices in Islamic educational foundations but also to offer transferable insights for other Islamic educational foundations in Indonesia facing similar challenges in terms of the scale and complexity of institutional management.

METHODS

This study employs a qualitative approach using a case study design, as the focus of the research is directed toward gaining an in-depth understanding of the management practices implemented by the foundation in its role as the strategic administrator of an Islamic educational institution. The management of human resources and infrastructure at the foundation level is a complex and contextual phenomenon; therefore, a qualitative approach is considered most relevant for capturing this reality in its entirety (Alatise & Akinfolarin, 2025; Anidar et al., 2026; Creswell, 2014; Efendi et al., 2026; Engkizar et al., 2023; 2026; Ikhlās et al., 2025; Oktavia et al., 2023). This approach does not aim to test hypotheses or statistically measure relationships between variables, but rather to explore the processes, mechanisms, and patterns of management employed by the foundation in carrying out its planning functions.

The case study design was chosen because this research focuses on a single case unit, namely an Islamic educational foundation that serves as the organizing body and strategic manager of several formal educational institutions. A case study allows researchers to examine the phenomenon of foundation management in depth within a real-life context, particularly when the boundaries between policy, practice, and institutional context cannot be clearly distinguished (Engkizar et al., 2025; 2026; Kaema & Ulwi, 2025). The focus of the study is directed toward the foundation's concrete steps in managing human resources and infrastructure based on the POAC functions.

The primary research instrument in this study was the researcher himself, who was directly involved in all stages of the research from determining the focus, selecting informants, and collecting data, to analyzing the data and drawing conclusions. Supporting instruments, including observation guidelines, interview guidelines, and documentation guidelines, were systematically developed in accordance with the research focus. Non-participant observation was conducted to examine practices in human resource management and infrastructure; semi-structured interviews were used to gather information from foundation administrators and heads of educational units; and a documentary review was conducted on official documents such as the Articles of Association/Bylaws, organizational structure, annual reports, and internal policy documents.

The research data sources consisted of primary and secondary data. Primary data were obtained through in-depth interviews and observations of foundation administrators, division heads, and heads of educational units. Secondary data were obtained from the foundation's official documents and

government regulations related to education. Data collection techniques were carried out in an integrated manner through interviews, observations, and documentation to enhance the validity of the research findings.

Data analysis was conducted using Miles and Huberman's interactive model, which consists of three stages: data reduction, data presentation, and drawing conclusions and verification. Data reduction was conducted by selecting and grouping data according to the research focus; data presentation was organized in the form of thematic descriptive narratives, tables, and informant quotes; and conclusions were drawn in stages and verified through methodological and source triangulation (Engkizar et al., 2024; Huberman & Miles, 2002; Kassymova et al., 2025).

Data validity is ensured through the application of triangulation, including both methodological and source triangulation. Methodological triangulation is conducted by comparing data from interviews, observations, and documentation, while source triangulation is carried out by comparing information from various informants directly involved in the management of the foundation. Thus, this study is expected to produce a comprehensive, contextual, and meaningful picture of management practices in Islamic educational foundations, as well as to contribute to the development of research on Islamic educational management, particularly in the management of human resources and infrastructure.

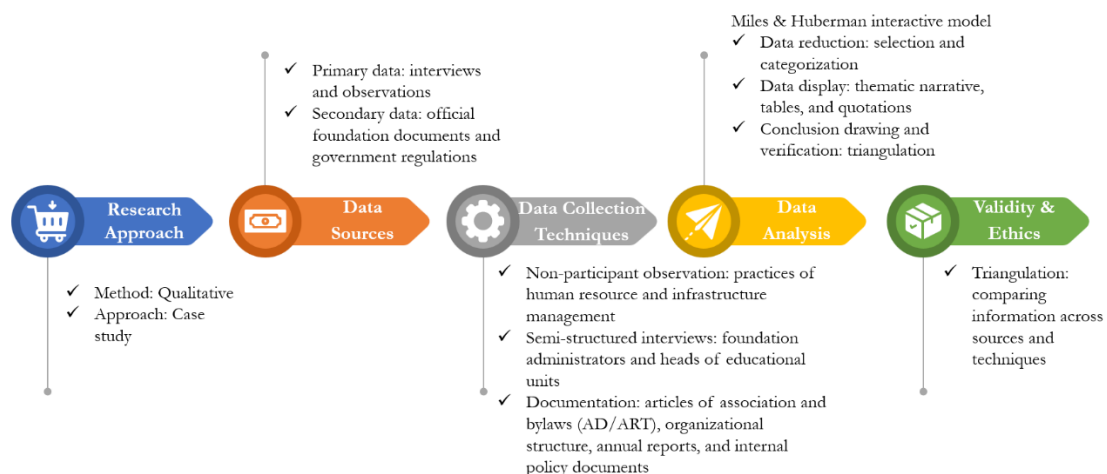


Fig 2. Stages of the qualitative research methodology

RESULT AND DISCUSSION

Human Resource Planning

Planning is a foundational function of management that serves as the basis for the management of human resources and infrastructure at the Dar El Iman Foundation in Padang. In the context of this study, planning is understood as the process of identifying needs, formulating policies, and developing strategic measures undertaken by the foundation to support the sustainability and development of the educational institutions under its auspices.

To illustrate the patterns of findings related to the theme of human resource planning at the Dar El Iman Foundation, the researcher presents the following data from interviews and a review of documents:

"Every five years, we develop a Strategic Plan aligned with the foundation's term of office." In addition, "each division is asked to develop a five-year strategic plan, which is then discussed collectively in the Foundation's forum (informant 1); In developing the strategic plan, we involve relevant parties, including Human Resources, Finance, and Facilities and Infrastructure." The education unit is involved through the relevant division (informant 2);

"Work units calculate human resources needs based on actual conditions in the field." The Human Resources Division also "conducts direct outreach to institutions (informant 3); Human resources planning is carried out through the Manpower Planning (MPP) mechanism," and the results of the calculations "are formally submitted via a request form (Informant 4); Strategic policies related to human resources are still determined by the foundation," while the units "only propose their needs (Informant 5)."

Based on the interview results, it appears that human resource planning at the Dar El Iman Foundation in Padang is carried out through a centralized mechanism at the foundation level and is based on the actual needs of the educational units. Most informants stated that human resource planning is not conducted automatically based on an increase in the number of students, but rather through a process in which the educational units submit their needs, which are then reviewed and verified by the foundation. This approach demonstrates the institution's prudence in determining the number, type, and qualifications of teaching and non-teaching staff.

The interview results indicate that human resources planning at the Dar El Iman Foundation in Padang is integrated with financial planning and the institution's development direction. The determination of human resources needs takes into account the foundation's funding capacity as well as the sustainability of the institution's operations in the medium and long term. In addition, observational data indicate that not all proposals from educational units can be immediately implemented, as the foundation applies a selection and adjustment process based on priority levels and the institution's overall conditions.

All of this data illustrates that human resource planning at the Dar El Iman Padang Foundation is not merely administrative in nature but is part of a strategic managerial process aimed at maintaining the institution's stability and sustainability. Based on the presentation and description of this data, the researcher identified several key findings regarding the human resource planning stage; these findings are further elaborated systematically in the following subsections to clarify the patterns and mechanisms of human resource planning implemented by the Dar El Iman Padang Foundation.

First, planning for the needs of educators and educational staff. Research findings indicate that planning for the needs of educators and educational staff at the Dar El Iman Foundation is conducted in a systematic manner and is based on the institution's actual needs. The Foundation does not unilaterally determine the number of human resources; rather, it begins the planning process by asking each educational unit and division to calculate their human resource needs based on actual conditions on the ground. These calculations take into account the number of students, the workload of teachers and educational staff, and the unit's future development plans.

Interview results indicate that this human resources needs planning mechanism is carried out within the framework of the foundation's strategic plan. Each division is required to develop a five-year strategic plan, which is then discussed and aligned at the foundation level. Human resources needs planning does not stand alone but is an integral part of the overall institutional planning.

The Head of the Human Resources Division explained that human resources planning is carried out through the Manpower Planning (MPP) mechanism, which begins with educational units submitting their needs, which are then thoroughly analyzed at the foundation level. He stated that:

"At the Dar El Iman Foundation, we conduct human resources planning using a centralized policy approach at the foundation level. Educational units first calculate their human resource needs based on actual conditions on the ground, such as the number of students, teachers'

workloads, and unit development plans (informant 6)

Findings regarding human resource planning at the Dar El Iman Foundation in Padang were further supported by an analysis of the human resource request forms used in the Manpower Planning (MPP) mechanism. These documents show that every request for human resources from educational units is made formally and is well-documented, including information on the number, type, qualifications, and rationale for the need for teaching and non-teaching staff. These request forms serve as the initial instrument in the verification and decision-making process at the foundation level.

These findings indicate that human resource planning is not conducted reactively but through an analytical process that takes into account the institution's current conditions and projected development. Additionally, the foundation applies the principle of utilizing internal assets, whereby efforts are made to optimize the potential of existing human resources before deciding to hire new staff.

Second is the human resources recruitment and selection mechanism. Human resources planning at the Dar El Iman Foundation also includes a structured human resources recruitment and selection mechanism. The research findings indicate that human resources recruitment is not conducted on an ad hoc basis, but rather based on the results of previously established needs assessments. Recruitment is only carried out when a needs analysis indicates a shortage of human resources that cannot be addressed through internal redistribution or development.

The Foundation's Treasurer explained that in recruitment planning, the foundation carefully considers the relationship between human resource needs and the foundation's financial capacity. Therefore, any plan to increase the workforce must undergo cross-departmental discussion, particularly with the finance department. This finding indicates that human resources recruitment planning is conducted in a selective and measured manner. The Foundation not only considers the quantitative aspects of human resources but also emphasizes the alignment of qualifications and competencies, as well as the sustainability of funding, as part of the recruitment planning process.

Third is the planning of human resource competency development. In addition to needs assessment and recruitment planning, the research findings indicate that the foundation also systematically designs plans for human resource competency development. Human resource development is not viewed merely as an occasional training activity, but is planned as part of a strategy to enhance employee capacity and professionalism.

Competency development planning is carried out by designing training and coaching programs tailored to the positions and roles of each staff member. These programs are projected to be implemented in several phases and adjusted to the foundation's financial capacity.

The Head of the Human Resources Division explained that human resource development is designed to support the institution's sustainability, both in terms of enhancing technical competencies and strengthening the foundation's work culture. He stated that:

In Human Resources planning, we focus not only on recruitment but also on competency development. We design development programs tailored to each employee's role and position. We have scheduled these training and coaching programs in several batches over the next few years, so that Human Resources capacity building can proceed gradually and sustainably (informant 7)

Fourth is Human Resources budget planning. The research findings also

reveal that Human Resources budget planning is an integral part of overall Human Resources management planning. The Foundation views every decision related to Human Resources as having long-term financial implications; therefore, human resources budget planning must be carried out carefully and realistically.

The Foundation's Secretary explained that human resources planning is always discussed within the framework of the foundation's financial planning and five-year strategic plan. Any plan to increase the workforce or develop employees must go through joint discussion and receive the foundation's approval.

We always link human resources planning to the foundation's financial planning. Each division drafts its strategic plan, including human resources needs, which are then discussed one by one in meetings (informant 8).

Based on these overall findings, it can be concluded that human resource management planning at the Dar El Iman Foundation is characterized by a structured approach, centralized at the foundation level, and based on the actual needs of the educational units. Human resource planning is carried out within the framework of a five-year strategic plan, involves various organizational components, and is closely integrated with the foundation's financial planning. In addition to planning for human resource needs and recruitment, the foundation also designs ongoing competency development programs and human resource budgets. This planning approach demonstrates that the foundation views human resources as a strategic asset that must be carefully planned to support the sustainability and development of the educational institutions under its umbrella.

Human Resource Organization

Human resource organization is a management function focused on establishing structures, assigning tasks, defining roles, and coordinating mechanisms for managing teaching and non-teaching staff at the Dar El Iman Foundation in Padang. In this study, human resource organization is understood as the process of structuring human resources so that each individual has clarity regarding their position, responsibilities, and working relationships within the foundation's organizational structure.

To illustrate the patterns of findings related to the theme of human resource management at the Dar El Iman Foundation, the researcher presents the following interview data.

"We have a dedicated division that handles human resources management at the foundation level." Additionally, "human resources management is no longer handled in a general manner, but through a division established by a Decree (informant 8); technical authority for human resources management lies with the Human Resources Division, while the foundation sets its strategic policies (informant 9)

Based on the interview results, it is evident that the organization of human resources at the Dar El Iman Foundation in Padang is carried out through the establishment of a relatively clear and centralized organizational structure at the foundation level. Most informants stated that human resources management is no longer handled in a general manner but rather through the establishment of a specialized division formally designated by a foundation decision letter. This pattern indicates the institution's efforts to organize human resource management in a more structured and systematic manner.

The results of interviews and document reviews also indicate a division of tasks and authority between the foundation and the Human Resources management division. The foundation serves as the strategic policy-maker, while the technical implementation of Human Resources management is delegated to

the relevant division. Furthermore, the data indicates that coordination between educational units and the foundation occurs through a hierarchical structure via the divisions, ensuring that the HR management process proceeds through a structured coordination mechanism rather than directly involving the foundation's board of directors.

On the other hand, the data also reveals that human resources management at the Dar El Iman Padang Foundation still faces a number of limitations, particularly regarding the limited number of staff, which results in job overlap in certain positions. This situation indicates that the human resources organization process is still in an adjustment phase in line with the institution's development and needs. Nevertheless, human resources placement is carried out by considering the organization's needs and the capabilities of each employee, and is supported by the grouping of human resources management functions into mutually integrated work areas.

Human Resources Management

Human resources management is a management function that focuses on the implementation of previously established human resources policies, programs, and plans. In the context of the Dar El Iman Foundation in Padang, human resources implementation encompasses activities such as recruitment, placement, mentoring, competency development, and performance management of teaching and non-teaching staff to support the foundation's educational and operational processes.

To illustrate the patterns of findings related to the theme of human resources implementation at the Dar El Iman Foundation, the researcher presents the following interview data.

"Recruitment is conducted based on planning outcomes and the actual needs of the unit." This process "is not carried out at all times, but is adjusted to the institution's needs" (informant 10); "The final decision that has been agreed upon is then formally documented in the form of a Decision Letter (SK)" (informant 11); "Currently, the foundation is implementing an onboarding program for new employees," which "begins with an introduction to the foundation and its work culture" (informant 12)

The results of interviews and field observations also indicate that the implementation of human resources policies at the Dar El Iman Foundation in Padang is grounded in clear administrative legitimacy. Additionally, the data show that the foundation has implemented an onboarding program for new employees as part of the initial adaptation process, which begins with an introduction to the organization and the foundation's work culture.

On the other hand, the data also reveals that human resources management is not only focused on administrative aspects but also includes fostering Islamic values and character through religious education. Training and competency development are conducted in stages and tailored to the positions and roles of each employee, whether at the leadership level or among educators. The placement and assignment of human resources are carried out directly within work units to ensure alignment between the organization's needs and the work systems employees will be part of.

All of this data illustrates that human resource management at the Dar El Iman Padang Foundation is part of a managerial process focused on the consistent implementation of policies, the strengthening of human resource capacity, and ongoing development. Based on the presentation and description of this data, the researcher identified several key findings regarding the implementation of human resource management. These findings are further systematically outlined in the following subsections to clarify the patterns and mechanisms of human resource management implemented by the Dar El Iman

Padang Foundation.

Human Resource Oversight

Human resource oversight is a management function aimed at ensuring that the implementation of human resource policies, programs, and activities proceeds in accordance with established plans and regulations. In the context of the Dar El Iman Padang Foundation, human resources oversight includes monitoring the performance of teaching and non-teaching staff, evaluating task performance, and assessing the alignment of human resources activities with the foundation's policies.

To illustrate the patterns of findings related to the theme of human resource management at the Dar El Iman Foundation, the researcher presents the following interview data.

Agreed-upon decisions are formally documented in the form of a Decision Letter (SK) (informant 13); We always conduct periodic evaluations of what has been implemented (informant 14); The implementation of policies and their evaluation are carried out in a tiered manner through the divisions (informant 15)

The results of the interviews and the document review also indicate that human resources oversight is carried out through periodic performance evaluations of the implementation of assigned tasks and established policies. This evaluation process is carried out in a tiered manner through the relevant divisions, enabling the foundation to monitor the implementation of human resources policies from the educational unit level all the way up to the foundation's board of directors. Additionally, the data indicates that decision-making and oversight of human resources are not conducted in isolation but rather through cross-divisional coordination to ensure policy consistency and balance.

On the other hand, the data also reveals that human resources oversight at the Dar El Iman Foundation in Padang takes into account the organization's financial sustainability. Any follow-up on the results of human resources evaluations is conducted with due regard for the foundation's financial capacity, ensuring that decisions regarding improvements or policy adjustments do not impose an excessive burden on the organization. In this context, the foundation's core management continues to play a central role in exercising oversight and control over the human resources policies implemented by the division.

All of this data illustrates that human resources oversight at the Dar El Iman Foundation in Padang serves not only as an administrative control mechanism but is also an integral part of the managerial process aimed at ensuring the orderly implementation of policies, enhancing accountability in human resources management, and guaranteeing the sustainability of the organization's operations. Based on the presentation and description of this data, the researcher identified several key findings regarding the human resources oversight process. These findings are further elaborated systematically in the following subsections to clarify the patterns and mechanisms of human resources oversight implemented by the Dar El Iman Padang Foundation.

The research findings indicate that human resource management planning is carried out centrally at the foundation level, based on the actual needs of educational units, and integrated with financial planning and the institution's development direction. This pattern confirms that human resource planning is understood as a strategic managerial function, not merely a routine administrative activity. Theoretically, this aligns with Terry's view, which positions planning as the initial and most decisive function in management, as it serves to establish goals, policies, and work programs that form the basis for

other management functions (Widodo, 2025). Handoko, (2012) adds that human resource planning serves as a tool for anticipating organizational changes and the dynamics of workforce needs.

From the perspective of Islamic educational management, Ramayulis, (2026) emphasizes that human resource planning aims not only to meet the quantitative needs for teaching and non-teaching staff but also to ensure that Islamic values, character, and commitment align with the institution's vision. Research findings indicate that the foundation considers the institution's sustainability, financial capacity, and institutional values when determining human resource needs. Needs analysis is conducted through mapping the needs of educational units in accordance with the foundation's financial conditions, reflecting the need-based planning approach as emphasized by (Hasibuan, 2019).

Human resource recruitment and selection planning is carried out selectively and carefully, demonstrating a high level of professionalism in human resource management. Mulyasa, (2016) emphasizes that the recruitment of educators is a strategic process that determines the quality of education and must therefore be carefully planned. This principle of prudence aligns with the value of trustworthiness in the management of Islamic educational institutions (Ramayulis, 2016). Furthermore, planning for the development of human resource competencies is carried out in stages according to the foundation's capabilities, in line with the theory of Continuous Professional Development, which emphasizes the importance of ongoing development (Fadhilah, 2024). Fitri, (2025) demonstrates that planning for sustainable human resource development makes institutions more adaptable to change and institutionally stable.

The researchers' analysis concludes that the centralized human resources planning model at the foundation level serves as a strategic control mechanism, ensuring policy consistency across units while managing long-term financial implications. However, this highly centralized model also limits the discretion of educational units in responding to contextual needs. Thus, human resources planning represents a strategic model based on prudence, balancing the demands of institutional expansion with the principle of organizational sustainability. This practice reflects the internalization of the value of stewardship in human resources management, where every decision is considered not only from a rational-managerial perspective but also from moral and institutional perspectives.

CONCLUSION

This study concludes that strategic and integrated management of Islamic educational foundations is carried out through the application of the planning, organizing, executing, and controlling (POAC) functions, which are structured, adaptive, and oriented toward institutional sustainability. Human resource and infrastructure planning is carried out centrally at the foundation level, based on the actual needs of educational units, and integrated with medium-term financial planning. Organizing is carried out through the formation of functional divisions with a clear division of tasks and authority, while the implementation of human resources and infrastructure policies is conducted selectively, gradually, and in accordance with the institution's capacity. Control is exercised through periodic evaluations, reporting mechanisms, and policy follow-up that emphasize the principles of trust and accountability. These findings confirm that Islamic educational foundations can serve as strategic control centers that ensure policy consistency across units

while managing financial implications and institutional quality. In practice, this management model can serve as a reference for other Islamic educational foundations in Indonesia in addressing the complexities of managing human resources and infrastructure. It is recommended that the participation of educational units be strengthened and that the development of a performance-indicator-based monitoring system be further enhanced to support the sustainability and quality of Islamic education across the board.

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