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ADMINISTRATIVE MODEL FOR SEKOLAH AGAMA RAKYAT (SAR): EXCELLENCE PRACTICES

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ABSTRACT

People's Islamic Religious School (PIRS) or Sekolah Agama Rakyat (SAR) in Malaysia is a non-sponsored religious school that needs a paradigm shift to become more visible and luminous in the national education system. The management of a school that is not guided by an effective administrative model will affect the school excellence. The continuity of the school's excellent performance depends heavily on the efficiency and effectiveness of the SAR administration. Generally, most of the SAR administration are based on each administrator's discretion without relying on one common acceptable model for all SAR. Therefore, only a handful of SAR manage to excel in their operations. This study is done in order to identify the administrative practice and the challenges faced by SAR administrators in managing the SAR, based on these scenarios. Eight SAR administrators in three northern states of Peninsular Malaysia (namely Kedah, Penang, and Perlis) were interviewed individually using semi structured questions in this qualitative research. Data collected from the interview were then analysed with Atlas t.i version 8 (AV8) content analysis software. Findings indicated six administrative practices commonly adopted by selected SAR's administrators that makes them the finest and most outstanding SAR administrators of their respective states. The findings also suggested one administrative model that could be used by all SAR as a guide to ensure smoothness and excellence of each SAR in order to produce and develop great leaders of the future with Islamic teachings as its root.

Keywords: administrative model, education, Islamic religious school (SAR), SAR administration, waqf

INTRODUCTION

A competent and efficient waqf property administration is a priority or essential in managing waqf matters including educational waqf. It is a requirement in ensuring educational waqf is developed and expanded for it to produce continuous benefits. Educational waqf is also beginning to receive more attention in Malaysia. This is evident with the existence of educational institution such as Universiti Kolej Bestari (UKB) in Terengganu, Maktab Mahmud and Albukhary International University (AIU), both in the state of Kedah, apart from SARs and religious teaching huts or "pondok" that have been in existence since the early years

of education institution inception in Malaya using the waqf fund. The educational waqf in Malaysia has been in existence in various forms, such as scholarship, financing, building of student hostels, and furniture and utensils like tables, books, and others learning assistance (Amerudin Ismail & Jasni Sulong, 2017). The waqf fund financing has helped reduce the problems of school dropout among the local children due to poverty (Najibah Mustaffa & Mohd Zamro Muda, 2015).

Religious schools in Malaysia comprise of Sekolah Agama Rakyat (SAR) or People's Religious School, Sekolah Agama Negeri (SAN) or State Religious School, Madrasah and Pondok. SAR is a school built and administered by the people through an administrative board or teachers. Madrasah on the other hand is focused on cities or small towns, offered to whoever wants to learn, regardless of age. Pondok refers to a learning center set-up in houses or huts. They also function as student's accommodation. The Pondok institution focuses on kampong or village activities and does not impose any entry conditions to students who want to pursue religious education at the pondok. However, to date the educational waqf in Malaysia religious schools are unable to function as expected to produce continuous benefits. These existed due to constraints especially in the administration system of certain schools' educational waqf. This is an indication that the evolving educational waqf fund administration needs a transparent and systematic administrative system (Nor 'Azzah Kamri, Suhaili Sarif, Nik Azimah Nik Li & Siti Mashitoh Mahamood, 2014). Shortage of staff and of trained staff contributed to the weakness of the management of the educational waqf.

According to the Malaysia Education Development Plan 2013-2025, the cost of national education development increases every year. Government has increased the development budget for national education sector development. In the meantime, a satisfactory educational facility is an essential asset for ensuring educational quality. Therefore, Malaysia Qualification Agency (MQA) gave serious attention to that matter. In this case, without consistent and adequate funds, an educational institution cannot operate desirably.

Based on the previously mentioned issues, certain initiatives need to be implemented so that schools and educational institutions continue to play their role in developing intellectuals of students and the general community. Although there were studies done on educational fund waqf in modern and traditional institutions in Malaysia, specific studies about educational waqf administration and its sustainability in SAR in Malaysia are still lacking and need to be given appropriate attention.

DATA COLLECTION

This study intends to identify administrative practice and the challenges faced by SAR's administrators in managing their schools by using qualitative methods. It uses the explorative approach to analyze the administrative system of SAR in three selected states of Northern Peninsular Malaysia, namely Kedah, Perlis, and Penang.

The data collection was done in two phases. The first phase involved collection of secondary data by researching document sources such as book, thesis, journal, working paper, magazine, and others. The second phase involves collection of primer data. The primer data was acquired through a thorough face to face interview session with eight informants consisting of the best SAR administrator in Kedah, Penang, and Perlis using semi structured questions. Selection of informants uses a purposive sampling method based on suggestion from Pertubuhan Hal Ehwal

Sekolah Agama Kedah (HESA) or Kedah Religious School Affairs Association which is responsible for coordinating all SAR registered under it, especially in Kedah. The selected respondent were administrators from Ma'had Tahfiz Al-Quran Al Imam An-Nawawi (Perlis), Sekolah Rendah Islam Al Furqan (Perlis), Sekolah Rendah Islam Bahrul Ulum (Pulau Pinang), Maahad Tahfiz An-Nahdhoh (Pulau Pinang), Sekolah Rendah Islam Darul Ulum (Kedah), Maahad Tarbiah Islamiyah Derang (Kedah), Madrasah Zubaidiyah (Kedah), dan Sekolah Islam Al- Islah (Kedah). For the study's purpose, eight (8) SAR's best administrators in Northern Peninsular Malaysia were selected to get information in relation to the research title. SARs involved were two (2) for each SAR in Perlis and Penang, and four (4) from Kedah.

FINDINGS

A. Chosen Sekolah Agama Rakyat (SAR)

SAR chosen from Perlis were Ma'had Tahfiz Al-Quran Al Imam An-Nawawi (MATIN), Jalan Abi Batas Paip, Kangar and Sekolah Rendah Islam Al Furqan (SRIAF) in Jejawi Dalam, Arau. SARs involved in Penang were Sekolah Rendah Islam Bahrul Ulum (SRIBU), Mengkuang Titi, Kubang Semang and Maahad Tahfiz An-Nahdhoh, Permatang Pauh. Four SARs were selected from Kedah, namely Sekolah Rendah Islam Darul Ulum (SRIDU), Batu 3, Tandop, Alor Setar, Maahad Tarbiah Islamiyah Derang, Pokok Sena, Madrasah Zubaidiyah, Merbok and Sekolah Islam Al-Islah, Pinang Tunggal, Sungai Petani.

B. Challenge faced by SAR involved in the study

Basically, the challenge faced by the SARs in administering people's religious schools is almost like government mainstream schools. However, the most noticeable challenge in ensuring smooth operation of SARs is financial source constraint. Since the SARs operation does not receive financial aid from the government, they need to depend mostly on student fees, and also from waqf cash donation received. They also need quite a huge source of finance for the salary of their teachers, and administrative staff. Due to this constraint, some of the academic staff must take dual roles as teacher and school administrator at the same time. Some of them even sacrifice by receiving minimum wages just to ensure the school operates as planned. The sincerity and enthusiasm possessed by these teachers and school administrators became one of the secrets of the sustainability of the SARs involved. The second challenge relates to human resource aspects. The financial resources constraint makes the salary scheme offered in other places look more attractive. Only those enthusiastic and strong will could endure in giving their service in SAR. Staff come and go according to their need and suitability. Due to this condition, at certain SAR, there are academic staff who also serve as administrators. The next challenge relates to the level of awareness of waqf among Malaysians which is still at an unsatisfactory level. Most Malaysians, especially in the northern area of Peninsular Malaysia are still not fully clear about the waqf concept, especially the educational waqf. Awareness campaigns, and notification sessions at a more frequent rate are needed to overcome this challenge.

C. Model Suggested for SAR Educational Waqf Administration.

The findings of the study indicated six (6) forms of administrative practice adopted by SAR's involved that may make them the best in administering educational waqf in their people's religious schools. Therefore, a model based on best practice adopted by the SAR's involved is

recommended to be used by other SAR as a guideline to ensure smoothness and sustainable operation of each SAR in order to be more effective and competitive. Figure 1 shows the suggested SAR Administrative Model resulted from this study.



Figure 1: SAR Administrative Model

SUGGESTION AND CONCLUSION

Constraint in terms of financial resources is the greatest challenge of most of the SAR. Therefore, to improve SAR financial resources, few suggestions have been put forward for the particular SAR consideration so that the waqf fund owned could be expanded and improved. Those developments could use the tenancy or lease method that could yield income for the administrators. The income earned could be used for improvement purposes and adding to more waqf assets. This situation shows that the benefit from funds generated could be used continuously, with more sustainability. The second challenge that needs to be addressed immediately is about the human resources aspect. Insufficient human resources either for academic or administrative fields is not a new challenge and is synonymous with most of SAR. Only those serving sincerely could endure working in SAR because SAR is not a place for those seeking worldly rewards. Therefore, the waqf fund generating and development strategy should be given priority and cooperation by all stakeholders in SAR because it could produce a multiplier effect. SARs could seek assistance and collaborate with public universities and

teacher training institutes for training their academic staff on teaching and learning methods, suitable with SAR's requirement in enhancing its staff expertise, periodically. SAR can also cooperate with government agencies as National Institute of Public Administration to provide training for its staff. This could be made easy if SAR has a good relationship with the government and its agencies as proposed by the model in Figure 1. The unsatisfactory level of awareness on waqf needs among Malaysians is another issue that needs to be handled continuously by SAR. All the promotional efforts whether conventionally or through social media need to be done continuously. Proof on waqf fund usage, and efforts to expand waqf fund by SAR should be attached and informed to waqf givers and the public so that they will be convinced of their hereafter investment. Findings of the study suggested that for SAR to manage its operation efficiently, one of its conditions is it must adopt an effective system of educational waqf administration. Since there is no model of educational waqf administration system that could be used as a guide by all SAR in Malaysia, especially in north of Peninsular Malaysia, each SAR administers their school according to their own style. This caused some of the SAR to be lifeless, withered, and pathetic.

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