

# Educational Management Based on Religious Moderation: Empirical Study of Practices in Pesantren

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## Info Artikel

## Abstract

### Keywords:

*Pesantren Management, Religious Moderation, An-Nawawi*

Religious moderation has become an important concept in Islamic education, especially in Indonesia, as an effort to instill the values of balance, tolerance, and inclusiveness. Pesantren, as traditional Islamic educational institutions, have a central role in teaching moderation values to santri. This article aims to analyze the application of religious moderation in educational management in pesantren, focusing on aspects of curriculum, leadership, and character education. This research uses a qualitative method with a case study approach at Pesantren An-Nawawi Berjan Purworejo. Data were collected through observation, in-depth interviews with caregivers, santri, and teaching staff, as well as document analysis related to curriculum policies and pesantren management. The analysis was conducted using a thematic approach to identify patterns of religious moderation implementation in the daily activities of the pesantren. The results showed that the application of religious moderation in Pesantren An-Nawawi Berjan Purworejo had a positive impact on increasing tolerance among students and inclusive character building. Religious moderation is also integrated in human resource management, curriculum development, and pesantren leadership activities. In addition, the values of religious moderation help this pesantren in managing social dynamics better, increasing the operational effectiveness of the Institute. The implementation of religious moderation in Pesantren An-Nawawi shows how the pesantren can adapt to modern challenges such as intolerance and radicalism, while still maintaining its traditional identity. The integration of moderation values in the curriculum and management of pesantren strengthens the role of pesantren as institutions that educate generations that are not only academically intelligent, but also have tolerant and inclusive characters. This research confirms that religious moderation plays an important role in pesantren education management, particularly in improving tolerance and management effectiveness. The implication is that this model of implementing religious moderation can be adopted by other pesantren in Indonesia in facing the challenges of radicalism and maintaining social harmony.

### Kata kunci:

Manajemen Pesantren, Moderasi beragama, An-Nawawi

### Abstrak

*Moderasi beragama telah menjadi konsep penting dalam pendidikan Islam, khususnya di Indonesia, sebagai upaya untuk menanamkan nilai-nilai keseimbangan, toleransi, dan sikap inklusif. Pesantren, sebagai lembaga pendidikan Islam tradisional, memiliki peran sentral dalam mengajarkan nilai-nilai moderasi kepada santri. Artikel ini bertujuan untuk menganalisis penerapan moderasi beragama dalam manajemen pendidikan di pesantren, dengan fokus pada aspek kurikulum, kepemimpinan, dan pendidikan karakter. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus di Pesantren An-Nawawi Berjan Purworejo. Data dikumpulkan melalui observasi, wawancara mendalam dengan pengasuh, santri, dan tenaga pengajar, serta analisis dokumen yang terkait dengan kebijakan kurikulum dan manajemen pesantren. Analisis dilakukan dengan pendekatan tematik untuk mengidentifikasi pola penerapan moderasi beragama dalam kegiatan sehari-hari pesantren. Hasil penelitian menunjukkan bahwa penerapan moderasi beragama*

*di Pesantren An-Nawawi Berjan Purworejo memberikan dampak positif terhadap peningkatan toleransi antar santri dan pembentukan karakter yang inklusif. Moderasi beragama juga diintegrasikan dalam manajemen sumber daya manusia, pengembangan kurikulum, serta kegiatan kepemimpinan pesantren. Selain itu, nilai-nilai moderasi beragama membantu pesantren ini dalam mengelola dinamika sosial dengan lebih baik, meningkatkan efektivitas operasional Lembaga. Penerapan moderasi beragama di Pesantren An-Nawawi menunjukkan bagaimana pesantren dapat beradaptasi dengan tantangan modern seperti intoleransi dan radikalisme, sambil tetap menjaga identitas tradisionalnya. Integrasi nilai moderasi dalam kurikulum dan manajemen pesantren memperkuat peran pesantren sebagai lembaga yang mendidik generasi yang tidak hanya cerdas secara akademis, tetapi juga memiliki karakter yang toleran dan inklusif. Penelitian ini menegaskan bahwa moderasi beragama memainkan peran penting dalam manajemen pendidikan pesantren, khususnya dalam meningkatkan toleransi dan efektivitas pengelolaan. Implikasinya, model penerapan moderasi beragama ini dapat diadopsi oleh pesantren lain di Indonesia dalam menghadapi tantangan radikalisme dan menjaga harmoni sosial.*

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## INTRODUCTION

Research on religious moderation in Islamic education is very important in the midst of increasing social challenges that threaten diversity and unity in Indonesia. The phenomenon of radicalism and religious-based extremism continues to be a serious concern, with various reports showing an increase in intolerant activities in society, including in faith-based educational institutions (Faisal 2020:Arifinsyah et al.2020:Basyir 2020). Data from the Setara Institute (2023) shows an increase in intolerance cases among students by 15% in the last five years, most of which involve religious issues. This phenomenon indicates the potential influence on the younger generation, including in the pesantren environment.

As an Islamic educational institution that has a strategic role in shaping the character of the nation's next generation, pesantren are expected to be a stronghold of religious moderation. However, the stigma related to radicalism and closedness that is still attached to some pesantren is a challenge that must be overcome (Madum & Daimah, 2023). On the other hand, several previous studies have shown that pesantren have also contributed a lot in spreading the values of tolerance and diversity (Sujono et al. 2022:Ridwan & Maryati 2024: Pratama et al. 2024) However, there is still a gap in empirical data regarding the extent to which pesantren have succeeded in internalizing and teaching the values of religious moderation in the midst of these various social challenges.

This research is important considering that Indonesia, as a country with the largest Muslim population in the world, faces serious threats from intolerance movements and religious-based violence, which if not addressed, can damage the social harmony that has long been maintained. Therefore, the focus of this research is to analyze how the values of religious moderation are taught and implemented in An-Nawawi Berjan Purworejo Islamic Boarding School as one of the representations of Islamic education in Indonesia.

Research on religious moderation in Islamic education has been widely conducted, especially related to the implementation of religious moderation in Islamic educational institutions. For example, some previous studies focus on strengthening religious moderation or moderation models in Islamic educational institutions (Shidiq & Nugroho 2022: Harmi 2022, Iqbal 2023). These studies present various models and strategies to strengthen religious moderation, as well as how moderation can be applied in various aspects of educational life. On the other hand, there are also studies that examine the relationship between religious moderation and social diversity in education (Rumahuru & Talupun, 2021), as well as the challenges faced by educators in implementing religious moderation in schools (Nurhayati & Subhi, 2023). Several other studies

have also addressed this issue, such as those conducted by (Binyamin et al. 2020: Ali & Bagley 2013: Wargo et al. 2024) which discuss how Islamic education can instill religious moderation values to strengthen social harmony in multicultural schools. In addition, (Suprpto, 2020) explored the challenges of integrating religious moderation in the Islamic education curriculum in Muslim-majority countries, identifying difficulties in overcoming radicalization and promoting interfaith dialogue.

However, research that specifically examines the paradigm of religious moderation in Islamic boarding schools, especially in the context of education management, is still minimal. Existing research is more descriptive and theoretical, without delving deeply into the application of moderation in daily educational practices in pesantren. Most studies focus more on the theoretical understanding of religious moderation without touching on aspects of its implementation in the management of pesantren (Syarifuddin, 2022). Therefore, this study offers novelty by exploring the paradigm of religious moderation in pesantren education management, focusing on practical and theoretical aspects that complement each other.

The purpose of this research is to complement the shortcomings of previous research by providing an empirical perspective related to the application of religious moderation at An-Nawawi Berjan Purworejo Islamic Boarding School. The focus of this research is to identify and explain how religious moderation is applied in educational management at the pesantren, both through the curriculum, leadership, and character education of students. This research aims to find an educational paradigm of religious moderation that is contextual and relevant for pesantren in maintaining the values of inclusiveness and tolerance.

This research wants to prove that religious moderation can be effectively integrated in pesantren education management and has a positive impact on the formation of santri characters who are tolerant, inclusive, and respectful of diversity. The hypothesis tested is that pesantren can play a key role in teaching moderation values through a structured educational approach and inclusive management. This research seeks to explore how pesantren, as an institution that has an important role in the formation of the younger generation of Muslims, can become a bulwark against radicalism and religious extremism through the moderation paradigm.

This research is different from previous studies because it not only describes religious moderation theoretically, but also explores real practices in the field through empirical studies at An-Nawawi Berjan Purworejo Islamic Boarding School. This pesantren has a long history of instilling the values of religious moderation and through this study, this research seeks to make an important contribution by offering a model for implementing religious moderation that can be adopted by other pesantren. This study also aims to enrich the academic literature related to moderate Islamic education in Indonesia, with a focus on the inclusive and tolerant approach managed in the pesantren education system.

This research is also related to recent studies that highlight the role of pesantren in countering radicalism, but none has specifically explored the paradigm of religious moderation as a managerial approach in pesantren education. Thus, the contribution of this research is significant to add a new understanding of the role of pesantren in the context of nationality and diversity.

## **RESEARCH METHODS**

This research was conducted at Pondok Pesantren An-Nawawi Berjan Purworejo for 6 months for several reasons related to the objectives and research methods used. First, the qualitative-phenomenological approach requires sufficient time to collect in-depth data and

explore the experiences of research subjects comprehensively. This research aims to understand how religious moderation is applied in pesantren education management, which requires continuous observation and interaction with the subject over a long period of time. In addition, the research location, namely Pondok Pesantren An-Nawawi Berjan Purworejo, has an important history and role in religious development, so this research requires sufficient time to observe various social and cultural dynamics that occur in the pesantren with a focus on the application of the paradigm of religious moderation in pesantren education management. This location was chosen because this pesantren has been known as a center for religious development that produces scholars and community leaders, and is active in da'wah campaigns that support religious moderation. This research uses a qualitative-phenomenological approach (Wulandari & Fauziah, 2019), which aims to describe and interpret the experiences of research subjects related to religious moderation. Researchers tried to understand how national commitment, tolerance, non-violence, and accommodation to local culture are applied in the pesantren environment (Pranata & Sesmiarni, 2022).

The number of informants in this study was determined by purposive sampling and snowball sampling, which prioritized data quality. Informants included pesantren caregivers, head of the foundation, ustadz, santri, and alumni who have understanding and experience related to the implementation of religious moderation. The number of informants is not determined exactly, because researchers will add informants based on recommendations until the data collected is sufficient to support the research findings. with sampling using purposive sampling and snowball sampling methods. Data collection techniques were conducted through participatory observation, in-depth interviews, and documentation studies. Interviews were conducted with pesantren caregivers, head of the foundation, ustadz, and santri to explore their understanding of religious moderation. In addition, documents such as pesantren history books and Tarekat Qodiriyah Wan Naqsyabandiyah documents were analyzed to strengthen the data. The research instrument was developed based on indicators of religious moderation relevant to the context of pesantren education.

Data analysis was conducted using thematic analysis. Thematic analysis was chosen in this study because this method is effective for identifying and analyzing key themes that emerged from interview, observation, and documentation data. With thematic analysis, researchers can reduce complex data and present it in a structured manner to find relevant patterns or themes related to the application of religious moderation in pesantren. (Rozali, 2022), where data from interviews, observations, and documentation are reduced, presented, and analyzed to find key themes related to the application of religious moderation in pesantren. Research validity was maintained through data source triangulation, method triangulation, and member checking techniques to ensure the accuracy of the data obtained (Creswell, 2024). This research is expected to provide an in-depth understanding of the practice of religious moderation in pesantren, as well as answer the negative stigma related to radicalism that is sometimes attached to Islamic educational institutions.

## **RESULT AND DISCUSSION**

### **Result**

#### **Management of An-Nawawi Berjan Purworejo Islamic Boarding School**

An-Nawawi Berjan Purworejo Islamic Boarding School is a pesantren that has integrated modern management in its educational process without abandoning traditional pesantren values. Under the leadership of KH Achmad Chalwani (Kholis Dwi, 2021), this pesantren applies a

management approach based on religious moderation to improve the quality of education, including aspects of planning, organizing, controlling, and evaluating in the management of the institution. The pesantren caregiver stated that the application of modern management is key in maintaining the pesantren's relevance in the contemporary era.

One important development is the establishment of the Roudlotut Thullab Pesantren Development Foundation (YASPENDO), which oversees all formal education units and business units owned by the pesantren. With this foundation, each educational unit has autonomy in managing finances, but is still required to provide monthly progress reports. This foundation allows pesantren to not only focus on education, but also develop economic independence, for example through the Kapontren santri cooperative. This is one example of pesantren economic practices that are able to support educational activities in a sustainable manner.

In addition, the organizational structure of the pesantren has also undergone improvements to increase efficiency. The new structure is divided into Autonomous Organizations, which are responsible for central policies, and Executive Organizations, which manage daily activities. This structure is organized with a clear hierarchical system to ensure the smooth running of educational and social activities in the pesantren. In terms of education, the pesantren also relies on senior ustadz and badal (substitutes for the main ustadz), who are responsible for the educational programs of the santri.

Table 1: Data of Students of PP. An-Nawawi as of December 2023

No	Data	Jumlah
1	Male Students	1,389
2	Female Students	1,599
3	Male Students Mlilir	69
4	Female Students Mlilir	53

The data shows that the total number of santri reaches 3,110, with the majority being santri mukim (who live in the pesantren) and a small number being santri kalong (santri who commute from surrounding villages). The majority of santri follow formal education provided by the pesantren, including college level, Madrasah Aliyah (MA), and Madrasah Tsanawiyah (MTs).

In addition to formal education, the pesantren has also developed several economic business units, such as santri cooperatives, internet cafes, BMT, bookstores, and printing units, all of which play a role in supporting the operational needs of the pesantren. The economic independence of this pesantren is a clear example of how pesantren can survive in the midst of economic and social challenges by utilizing the potential that exists in the pesantren environment.

In terms of facilities and infrastructure, An-Nawawi Islamic Boarding School has built adequate educational facilities to support the learning process. The pesantren is equipped with dormitories for male and female students, educational buildings, libraries, and other supporting facilities. The structure of these facilities is designed to ensure that students get a holistic educational experience, including religious education, life skills, and national insight.

Through these various measures, pesantren education management has been significantly improved by applying the concept of religious moderation that emphasizes the values of tolerance, accommodation to local culture, and non-violence. This reflects the efforts of pesantren to not only preserve religious traditions, but also respond to social dynamics and modern challenges with an inclusive and progressive approach.

## The Role of Islamic Boarding Schools in the Education System in Indonesia

Islamic boarding schools, including An-Nawawi Islamic Boarding School, have long been one of the main pillars of education in Indonesia. Islamic boarding schools not only teach religious knowledge but also instill strong moral, spiritual, and Islamic character values in their students. In facing rapid social and economic changes, Islamic boarding schools need to adapt to the challenges of the times, especially in facing the increasingly rampant threats of radicalism and extremism. This is where the concept of modern management plays an important role. Good educational management must include all elements, such as planning, organizing, implementing, and evaluating which are carried out effectively and efficiently. This aims to ensure that educational institutions, in this case Islamic boarding schools, can achieve their educational goals optimally. An-Nawawi Islamic Boarding School applies this management approach by focusing on how each element of education and economic activities is integrated into the structure of the Islamic boarding school

## Integration of Religious Moderation in Islamic Boarding School Management

One of the main things that distinguishes educational management at An-Nawawi Islamic Boarding School is its focus on the application of religious moderation or *wasathiyah*. Religious moderation is an important concept in Islam that teaches balance, tolerance, and non-extreme attitudes. This concept is very important in today's global context, where religious radicalism is a real threat to peace and social stability.

Table 2 Interview Results Data

Report	Interview Focus	Statemen	Conclusion
<b>Kyai</b>	Vision and mission of the boarding school in religious moderation	We are committed to creating an environment that balances religious teachings and tolerance.	The main focus of the boarding school is to instill the value of religious moderation with a balanced approach.
<b>Yayasan</b>	Policies related to education management based on religious moderation	We support inclusive education programs that embrace all groups without sacrificing sharia.	The Foundation encourages inclusive and tolerant education in accordance with Islamic law.
<b>Head of Pesantren</b>	Implementation of religious moderation in the curriculum and daily activities of the boarding school	We insert the value of moderation in fiqh, Islamic history, and daily practice.	Religious moderation is applied through the integration of the curriculum and daily activities of students.
<b>Ustadz</b>	Religious moderation learning strategies	We teach the importance of respecting differences in schools and prioritizing deliberation.	Learning is focused on appreciating differences and deliberation in making decisions.
<b>Students</b>	Students' perception of the value of religious moderation taught	We are taught not to go to extremes and to respect friends from different backgrounds.	Students understand and feel the application of religious moderation in the boarding school environment.

The interview table shows that Pondok Pesantren An-Nawawi Berjan, Purworejo, consistently implements religious moderation-based education management through various approaches. The caregiver emphasized the commitment of the pesantren in creating a balance between religious teachings and the value of tolerance, which is fully supported by the foundation's policy for inclusive education based on the *maslahah ummah*. The head of the school explained that the value of religious moderation is integrated into the curriculum and daily activities, while ustadz teach the importance of upholding the different madhhabs and the importance of deliberation. Santri also feel the impact, by understanding the values of moderation that encourage non-extreme attitudes and respect for diversity in the cottage environment. Based on these results, the religious moderation approach was successfully implemented comprehensively in the pesantren.

Another picture related to the implementation of the management of An-Nawawi Islamic Boarding School, religious moderation is integrated into all aspects of management, from the educational curriculum to daily activities. One real form of this integration is seen in the establishment of the Roudlotut Thullab Islamic Boarding School Development Foundation (YASPENDO), which provides a legal and organizational umbrella for all Islamic boarding school activities. With this foundation, Islamic boarding schools can manage their finances and economic activities more transparently and accountably, in line with modern management principles. In terms of curriculum, the An-Nawawi Islamic Boarding School has made various innovations that demonstrate the application of modern management. The curriculum of Islamic boarding schools does not only focus on teaching religious knowledge such as interpretation, hadith, fiqh, and tasawuf, but also includes formal education at various levels, starting from Madrasah Tsanawiyah (MTs), Madrasah Aliyah (MA), to universities (STAI An-Nawawi). This curriculum is designed so that students have a strong understanding of religion, but also have intellectual abilities and skills that are relevant to the modern world. The education management applied in this Islamic boarding school refers to the theory of education management, where a good curriculum must be designed in such a way as to accommodate the needs of students and prepare them to face future challenges. An-Nawawi Islamic Boarding School emphasizes a balance between religious education and formal education, where students are not only equipped with Islamic knowledge, but also with practical life skills that they can apply outside the Islamic boarding school environment.

### **Character Education and Indicators of Religious Moderation**

One of the important findings in this study is that religious moderation at the An-Nawawi Islamic Boarding School is not only taught through formal teaching, but is also applied in everyday life. The caretaker of the Islamic boarding school, KH. Achmad Chalwani, is a role model for students in instilling these values of moderation. Students are taught to respect differences and interact with the community around the Islamic boarding school with an attitude of tolerance.

The An-Nawawi Islamic Boarding School is also active in holding programs that encourage harmony, tolerance and peace in a pluralistic society. According to character education theory, values such as tolerance, anti-violence attitudes, and respect for local culture are important parts of holistic education. The An-Nawawi Berjan Purworejo Islamic Boarding School is strongly committed to instilling national values in its students. One way is through national education developed by KH. Chalwani. This education aims to shape the character of students that keeps them away from radicalism, such as the HTI movement, and instills an attitude of tolerance and respect for differences. The Islamic boarding school also collaborates with the government and

state institutions through national education programs and social activities to strengthen the love of the homeland and the patriotic character of the students.

Tolerance is an important value taught at the An-Nawawi Islamic Boarding School. Students learn about these values through studying the book "*Taisir al-Khalaq fi 'Ilmi Al-Akblaq*", *Babsul Masail* activities, and community service in the community. This Islamic boarding school encourages students to be active in maintaining harmony and respecting differences of opinion, both inside and outside the Islamic boarding school.

The anti-violence attitude is also strongly reflected in daily life at the Islamic boarding school. Learning and values at the boarding school teach love and peace. The Islamic boarding school regulations are designed to prevent all forms of violence, and the boarding school caretakers provide exemplary examples through behavior that prioritizes love of peace and the independence of students. Humanistic religious teaching is also applied to the wider community.

The An-Nawawi Berjan Purworejo Islamic Boarding School is also accommodating to local culture. As a pesantren that prioritizes the Qodiriyah Wan Naqsyabandiyyah (TQN) Order, this pesantren is trusted by the Purworejo community as an example of religious practice that accommodates local culture. The cultural festival and Merti Desa event are concrete manifestations of the pesantren's openness to local culture as part of Islamic civilization.

## DISCUSSION (Pembahasan)

An-Nawawi Berjan Purworejo Islamic Boarding School shows how Islamic boarding schools can integrate modern management with traditional values in managing education and socio-economic activities. This not only strengthens the competitiveness of Islamic boarding schools in the modern era, but also provides an example of how management based on religious moderation can be applied effectively in the context of Islamic boarding school education. Islamic boarding schools have a very vital role in the education system in Indonesia. As a religious-based educational institution, Islamic boarding schools have long been the main pillar in producing a generation that is not only intellectually intelligent, but also has a strong moral character. However, in the midst of increasingly rapid social and economic changes, Islamic boarding schools need to adapt to the challenges of the times. This is where modern management plays an important role. According to educational management theory, the success of an educational institution depends heavily on how the institution is managed. The management process, which includes planning, organizing, controlling, and evaluating, must be carried out efficiently and effectively so that the institution is able to achieve its educational goals. The form of adaptation of the An-Nawawi Islamic boarding school shows how Islamic boarding schools are adaptive to changes in the times, especially by integrating modern management into their management. As an educational institution rooted in religious values, Islamic boarding schools are not only responsible for educating intellectually, but also for shaping the character and morals of students. However, with the rapid social and economic changes, Islamic boarding schools are required to transform in order to remain relevant and effective in achieving educational goals. Educational management theory explains that the effectiveness of an educational institution is highly dependent on good and organized management (Meyer 2002: Connolly et al. 2017: Apriyanti et al. 2023 : Alstete et al. 2024). The management process which includes planning, organizing, implementing, and evaluating must be carried out efficiently to ensure optimal achievement of educational goals. This theory refers to the importance of clear structures and processes in educational institutions to create an environment conducive to student learning and development. This is very relevant to the



implementation of modern management at the An-Nawawi Berjan Purworejo Islamic Boarding School, which integrates traditional values with a more structured managerial approach based on the principles of efficiency and effectiveness.

In the context of the An-Nawawi Berjan Purworejo Islamic Boarding School, the implementation of modern management does not only focus on management efficiency, but also on how the Islamic boarding school instills the values of religious moderation in its students. Religious moderation, or often referred to as *wasathiyah*, is an important concept in Islam that teaches balance, tolerance, and non-extremist attitudes. This moderation is very relevant in facing today's global challenges, where radicalism and extremism often create conflict, both locally and internationally. Therefore, Islamic boarding schools that implement the values of religious moderation have a strategic role in maintaining social harmony and diversity in Indonesia.

The implementation of the concept of religious moderation in Islamic boarding school education management can be seen from various policies taken by Islamic boarding school leaders. One of them is through the establishment of the Roudlotut Thullab Islamic Boarding School Development Foundation (YASPENDO). This foundation was established to provide a legal and organizational umbrella for all activities in Islamic boarding schools, both educational and economic. The existence of this foundation allows Islamic boarding schools to implement a more transparent and accountable financial management system, where each educational and business unit has autonomy in financial management, but must still provide regular reports to the foundation's management. This system is in line with modern management theory which emphasizes the importance of accountability and transparency in the management of educational institutions.

In terms of education, An-Nawawi Berjan Purworejo Islamic Boarding School has made various innovations that demonstrate the application of modern management. One of them is by compiling a curriculum that not only focuses on religious education, but also includes formal education. According to the theory of educational management, a good curriculum must be designed in such a way that it can accommodate the various needs of students and prepare them to face challenges in the future. In this Islamic boarding school, students are not only taught religious knowledge such as interpretation, *hadith*, *fiqh*, and *tasawuf*, but are also given the opportunity to take formal education at the Madrasah Tsanawiyah (MTs), Madrasah Aliyah (MA), and college levels (STAI An-Nawawi). This curriculum is designed so that students have a strong understanding of religion as well as intellectual abilities that are balanced with the needs of the modern world. One important aspect of educational management in this Islamic boarding school is the development of the Islamic boarding school economy through cooperatives and other business units. According to the theory of Islamic boarding school economics, economic independence is very important to support the sustainability of Islamic boarding schools as independent educational institutions. An-Nawawi Berjan Purworejo Islamic Boarding School has developed a professionally managed student cooperative. This business unit covers various fields, Baitul Maal wat Tamwil (BMT), Li-Scaf, Banina Fashion, printing, and bookstore. The management of this cooperative not only helps support the finances of the Islamic boarding school, but also provides entrepreneurship education to students. This is in line with the concept of holistic education that not only teaches religious knowledge, but also provides practical life skills.

In terms of organizational structure, this Islamic boarding school has made improvements to increase the efficiency and effectiveness of management. The organizational structure of the

Islamic boarding school is divided into two main parts, namely the Autonomous Organization and the Executive Organization. The Autonomous Organization is responsible for formulating Islamic boarding school policies, while the Executive Organization manages the daily activities of the Islamic boarding school. This structure is designed to ensure that every aspect of Islamic boarding school activities, both educational and social, can be managed properly and in accordance with the principles of religious moderation. The application of a clear and structured organizational structure shows that this Islamic boarding school not only maintains the tradition of Islamic education, but is also open to innovation in modern management.

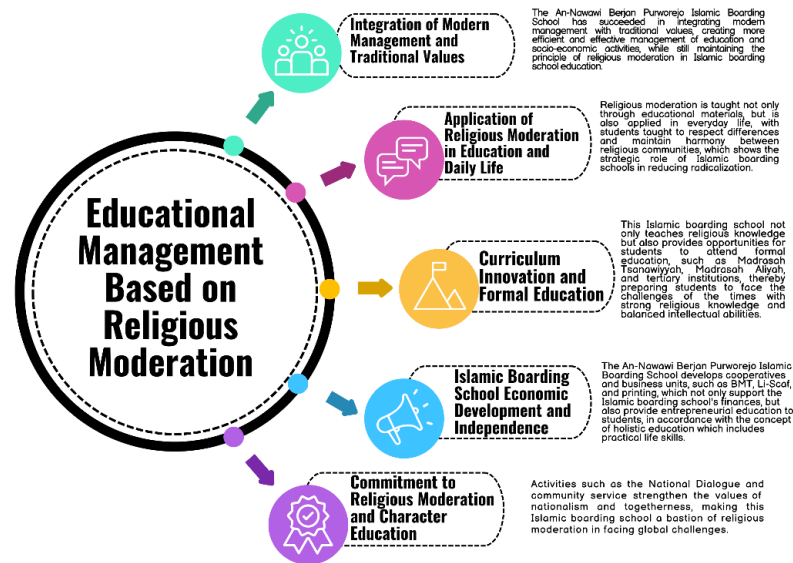
One of the important findings in this study is that religious moderation is not only taught through formal teaching, but also applied in the daily lives of students. The caretaker of the Islamic boarding school, KH. Achmad Chalwani, plays a key role in instilling these values of moderation in students through examples given in daily interactions. Students are taught to respect differences, both among fellow students and with the community around the Islamic boarding school. In addition, this Islamic boarding school also emphasizes the importance of interfaith dialogue as one way to maintain harmony and peace in a pluralistic society. According to character education theory, values such as tolerance, anti-violence attitudes, and accommodation of local culture are important parts of holistic education. Lickona (1991) explains that character education aims to develop positive attitudes towards moral values that can shape individuals who are able to live side by side in a diverse society. An-Nawawi Berjan Purworejo Islamic Boarding School implements this character education through various activities that support the formation of students' character. One of them is a discussion between students that provides space to discuss social issues, including the importance of tolerance and anti-violence. In addition, the community service program carried out by this Islamic boarding school also allows students to interact with the surrounding community, understand the diversity of local cultures, and apply the values of tolerance in everyday life. Participation in national activities, such as the flag ceremony on August 17, also strengthens the values of nationalism and love for the homeland, which is in line with character education that emphasizes respect for local culture and diversity. Through these activities, the An-Nawawi Islamic Boarding School in Purworejo has succeeded in integrating the values of character education into the lives of students holistically. These activities are designed to instill a sense of love for the homeland and a commitment to nationality in students, so that they become not only religious experts, but also good and responsible citizens.

The challenges in implementing religious moderation in Islamic boarding schools are often influenced by the negative stigma attached to Islamic educational institutions, especially Islamic boarding schools. Some groups in society still consider Islamic boarding schools as hotbeds of radicalism and religious extremism. For example, the explosion incident suspected to be a bomb at the Umar Bin Khattab Islamic Boarding School in Bima, West Nusa Tenggara, in 2011, further strengthened the assumption that Islamic boarding schools are a base for violence. Similar cases also occurred at the Ngruki Islamic Boarding School in Central Java and the Al-Zaitun Islamic Boarding School in West Java, which were associated with radical ideology and terrorism (Prof. Dr. Dadang Kahmad, 2012; Pangestu & Shabana, 2024; Nabilah & Maunah, 2024; Hidayat, 2023). To prevent such stigma and understanding, An-Nawawi Berjan Purworejo Islamic Boarding School has implemented various peaceful and constructive activities in an effort to moderate religion, in line with the counter-radicalization theory which emphasizes the role of education in fighting extremist ideology (Vidino, 2010; Erdemandi et al., 2024). One of these activities is the National Dialogue organized by the Central Java Regional Police in collaboration with the

Purworejo Regency General Election Commission (KPU) on November 13, 2023. This event aims to increase students' understanding of the dangers of radicalism and intolerance, as well as the importance of religious moderation in welcoming the 2024 Election. The speakers who attended included AKBP Muh Imron from the Central Java Regional Police and Ahmad Supriyanto, a former terrorist convict who is now active in deradicalization. This activity shows the pesantren's commitment to equipping students with national insight and religious moderation. In addition, on October 9, 2021, the Deputy Minister of Religious Affairs of the Republic of Indonesia, Zainut Tauhid Sa'adi, visited the An-Nawawi Islamic College (STAIAN) Purworejo to give a public lecture with the theme "Preparing Human Resources for Islamic Boarding School-based Universities in Realizing Religious Moderation". On that occasion, he emphasized the importance of a moderate and dynamic understanding of religion as a foundation for a better Islamic civilization. This activity reflects the efforts of Islamic boarding schools in integrating the values of religious moderation in higher education. Furthermore, on October 14, 2024, the An-Nawawi Berjan Islamic Boarding School in Purworejo won second place in the 2024 Indonesian Digitalpreneur Santri Demoday event. This activity is part of the creative economy development program initiated by the Ministry of Tourism and Creative Economy, aiming to prepare students to face the digital era with relevant skills and still uphold the values of *akhlakul karimah*. This achievement shows that Islamic boarding schools do not only focus on religious education, but also on developing constructive and adaptive skills to the development of the times. Through these activities, An-Nawawi Berjan Purworejo Islamic Boarding School has proven its commitment to implementing inclusive and dialogical education, as well as becoming an effective bastion of religious moderation in facing the challenges of radicalism.

In addition, this Islamic boarding school also shows how traditional approaches to Islamic education can go hand in hand with modern innovations. For example, the use of technology in learning and managing Islamic boarding schools has helped improve the efficiency and effectiveness of the education process. This shows that traditional Islamic boarding schools such as An-Nawawi Berjan Purworejo are not left behind by the progress of the times, but instead utilize technology to strengthen their role in educating the younger generation.

In terms of research validity, this study uses various triangulation techniques to ensure that the data obtained is accurate and reliable. Source triangulation was carried out by collecting data from various informants, such as Islamic boarding school caretakers, *ustadz*, students, and the surrounding community. In addition, method triangulation was carried out by combining observation, interviews, and documentation studies. This approach allows researchers to get a comprehensive picture of how religious moderation is applied in this Islamic boarding school.



Picture: Educational Management Based on Religious Moderation

The results of this study indicate that the management of education at the An-Nawawi Berjan Purworejo Islamic Boarding School based on religious moderation has had an impact on the formation of religious moderation in the Islamic boarding school. The An-Nawawi Berjan Purworejo Islamic Boarding School not only focuses on teaching religious knowledge, but also pays great attention to character education and economic independence. Thus, the An-Nawawi Berjan Purworejo Islamic Boarding School can be a model for other Islamic boarding schools in Indonesia that want to apply the values of religious moderation in the education system. This study also provides an important contribution to the literature on religious moderation and Islamic education management in Indonesia, and shows how traditional Islamic boarding schools can adapt to modern challenges without losing their identity.

## CONCLUSION

This study concludes that An-Nawawi Berjan Purworejo Islamic Boarding School has successfully implemented modern education management based on religious moderation, combining planning, organizing, implementing, and evaluating to create an inclusive educational environment. An-Nawawi Berjan Purworejo Islamic Boarding School emphasizes the values of tolerance, anti-violence, and accommodation of local culture in the education of students, and utilizes innovations such as managing the economy of the Islamic boarding school through cooperatives and business units. This Islamic boarding school also plays an important role in fighting the stigma of radicalism by instilling the values of religious moderation that prioritize dialogue and social harmony. This study has both theoretical and practical contributions. Theoretically, this study enriches the study of Islamic boarding school education management by integrating the principle of religious moderation in all aspects of management, from planning, organizing, implementing, to evaluation. In addition, this study provides a scientific basis for the role of Islamic boarding schools as educational institutions that not only instill religious values, but also strengthen tolerance, social harmony, and accommodation of local culture. Practically, the results of this study can be a guide for other Islamic boarding schools in implementing education management based on religious moderation. Practices such as economic management through cooperatives and business units, as well as instilling anti-violence values and social dialogue, can

be adapted to create an inclusive educational environment. Furthermore, this Islamic boarding school can be a model in combating the stigma of radicalism with an educational approach that prioritizes religious moderation and social harmony.

The limitations of this study lie in the focus that only covers one Islamic boarding school, namely the An-Nawawi Berjan Purworejo Islamic Boarding School, so the results cannot necessarily be generalized to other Islamic boarding schools. In addition, this study used a qualitative method that tends to highlight the experiences of the subjects in depth, but does not provide quantitatively measurable data. Future research can expand the scope of other Islamic boarding schools by using a quantitative approach to obtain a broader picture of the implementation of religious moderation in various Islamic boarding schools in Indonesia. Recommendations for further research include a deeper exploration of the use of technology in Islamic boarding school education and its impact on learning. In addition, further research can also explore the influence of religious moderation on the behavior of students after they graduate and its contribution to social harmony in society. The results of this study indicate that with proper management, Islamic boarding schools can become relevant educational institutions and play an important role in maintaining plurality and harmony in Indonesia.

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