

Knowledge Management as an Effort to Develop Learning Organizations in Islamic Educational Institutions

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Received: 27-01-2022

Revised: 03-03-2022

Accepted: 30-03-2022

Article Information

Abstract

Keywords:

Knowledge Management, Learning Organization, Islamic Education

The development of science and technology requires educational institutions to make changes to keep up with the times so that human resource productivity and quality management are needed in an Islamic educational organization. This research method is the result of literature review research. The purpose of this study is to try to describe the meaning of knowledge management and learning organization as well as knowledge management as an effort to develop a learning organization in Islamic educational institutions, where knowledge management is critical to study in the development of human resource productivity in an Islamic educational institution. The results of this literature review are an educational institution, educators, and educators need knowledge management to develop and improve quality human resources, increase the value of an organization or company and increase collaboration in an Islamic educational institution.

Kata Kunci:

Knowledge management, learning organization, Pendidikan Islam

Abstrak

Perkembangan sebuah ilmu pengetahuan dan teknologi menuntut lembaga pendidikan untuk dapat melakukan perubahan mengikuti perkembangan zaman sehingga diperlukan manajemen produktivitas sumber daya manusia dan kualitas dalam sebuah organisasi pendidikan Islam. Metode penelitian ini merupakan hasil dari penelitian kajian pustaka. Tujuan dari penelitian ini ialah mencoba mendeskripsikan tentang pengertian knowledge management dan learning organization serta knowledge management sebagai upaya pengembangan learning organization di lembaga pendidikan Islam, yang mana knowledge management begitu penting dikaji dalam pengembangan produktivitas sumber daya manusia dalam sebuah lembaga pendidikan Islam. Adapun hasil kajian kepustakaan ini adalah sebuah lembaga pendidikan, pendidik, dan tenaga pendidik memerlukan knowledge management untuk mengembangkan dan meningkatkan sumber daya manusia yang berkualitas, meningkatkan nilai suatu organisasi atau perusahaan dan meningkatkan kolaborasi dalam suatu lembaga pendidikan Islam.

INTRODUCTION

Education is one of the essential factors in the importance of development and development efforts in every country. As stated in Law no. 2 of 2003. To achieve a national education goal, it is necessary to have education management that is well-established, creative, and able to compete in improving education in both the management sector and educational outcomes (Nuryana, 2017).

Along with the passage of time and the development of a business environment, science also experienced reasonably rapid growth. The result of science, especially management science, has made a difference in marketing a solution for business organizations to achieve success through achieving competitive advantage (Hidayat, 2018).

In the era of globalization, where there is a lot of change in the field of science and technology as well as increasingly tough competition, we need an innovation paradigm from initially relying on resource-based (natural resources) to knowledge-based, which relies on analysis in the field of science. And accompanied by the advancement of the maximum quality of resources (Baharun et al., 2021). Therefore, the role of education and knowledge sharing in implementing knowledge management among organizational members is significant for developing human abilities in critical thinking, which will later produce something innovative and creative to advance the administration of an organization (‘Aliyah, 2020).

Muhimatul Aliyah (2020), the results of research on Knowledge Management as an Effort to Develop Learning Organizations at Al-Muayyad Windan Student Islamic Boarding Schools are to put forward several agendas that implement knowledge management at Al-Muayyad Windan Student Islamic Boarding Schools which also develop learning organizations including 1) the existence of knowledge sharing in the context of mastering religious knowledge and preparing Muslim cadres in the field of fuqaha (mastery of religious knowledge), namely (personal maturity) and kafa'ah (operative intelligence), sharing this knowledge as an improvement and assistance to the community, 2) there is an example of a Kyai as the highest leader in the Islamic boarding school. Kyai's role as a learning facilitator (‘Aliyah, 2020).

The results of M. Shohibul Aziz's research in Literature Review on Knowledge Management: Conceptual Definitions, Theoretical Basis and Practice of Knowledge Management, as well as the Development of His Research in the Field of Management and Education Sciences, are based on a literature review, it can be concluded that knowledge management differs among academics and in different fields. This is due to the evolution and improvement of knowledge management in various areas, where the thoughts and theoretical perspectives used vary widely. On the other hand, this situation gives good luck to the concept of knowledge management, which is relatively young, has developed rapidly to become a level of maturity (maturity) as a knowledge discipline (Aziz, 2020).

The era of globalization suggests that educational institutions will be better in the future. The nation's cadres created are the very competent and qualified successors of the homeland and nation. Therefore, it takes the creativity of an educational institution that is produced through knowledge management. The need for information in the current era of globalization is increasing; we need a new idea that can make it easier to do to improve the information. Along with that, various ways and methods are worked out to improve the knowledge information system in the community. One of them is the knowledge management model that includes information technology in knowledge management (Putra, 2013). Based on what has been

explained above, this research is focused on knowledge management as an effort to develop a learning organization in Islamic educational institutions.

RESEARCH METHODS

The method applied in this research is a research study literature. The library is research that uses techniques to obtain information data by placing existing facilities in the library, such as books, magazines, documents, journals, and records of historical stories (Ningsih, 2018; Shaleh, 2005). A literature review is needed to provide stabilization and confirmation of the characteristics of the research to be carried out (Mahanum, 2021). A literature review has excellent benefits for prospective researchers to explore further what will be questioned and how the research that will be carried out can fill the void because there has been no similar research conducted before.

In this literature review, researchers tried to study theories related to existing materials. The data analysis technique used is the thematic analysis technique by reviewing the findings of key ideas into the themes and focus of the research. The literature review technique in this research starts from determining the topic, searching for related literature, developing arguments, conducting a survey of the related literature, critiquing the literature, and writing a review.

DISCUSSION

Islamic Education Management

Speak management, of course, has many understandings put forward by the figures. In Imam Machalli's perspective, management is an effort to effectively, efficiently, and productively regulate an institution or organization to achieve a predetermined goal. Effective here is an ability to get plans well and optimally, while efficient reads determination and truth in doing something (Machali & Hidayat, 2016).

Management can also be interpreted from seven points of view: First, Management as a tool or method (means). Second, management as a force, Third, Management as a system. Fourth, management as a process. Fifth, management as a function. Sixth, management as a task. Seventh, management as an activity or effort (activity/effort) (Arifin et al., 2020).

Educational Management combines two words with one meaning, namely management and education. Educational Management is all processes of joint activities in education by utilizing all available resources to achieve educational goals. The resources are in the form of man (human=teacher, student, employee), money (money = cost), materials (learning materials/tools), methods (technique or method), machines (machine = facility), market (market), and minutes (time) which is commonly called 7 M (Nuryana, 2017).

The Management of Islamic education is directed towards the formation of a true Muslim personality or in *san Kamil* by the process of working on a series of activities that include planning, organizing, providing encouragement, supervising, and evaluating every effort and training in it in managing and utilizing human resources (HR), facilities and infrastructure. And infrastructure (SAMPRAS) to achieve an Islamic education goal based on Islamic values efficiently and effectively (Syafaruddin, 2015).

Mujamil Qamar argues that Islamic education management is a process of managing an Islamic educational institution in an Islamic way by dealing with learning resources and other related matters to achieve an Islamic education goal efficiently and effectively. So it can be concluded that Islamic education management is a form of cooperation to carry out the

functions of planning, organizing, directing, personnel, leadership, and supervising or controlling the efforts of members of an organization and the use of financial, physical, or other human resources. by making Islam a reference and guide in its operational practice to achieve an organizational goal (Islamic Education) in instilling teachings or developing Islamic values (Nuryana, 2017).

The description above shows that Islamic education management is a structured activity consisting of planning, organizing, placing staff (employees), and supervising all elements of education, which include educators and education staff, facilities and infrastructure (SAMPRAS), financing, students, creation work culture of effective and efficient teaching and public relations.

Knowledge Management

Discourse Knowledge management is a scientific discipline that began to develop at the end of the 21st century. Global competition in organizations and the increasingly clear contribution of technology and information in managing and maximizing the function of knowledge as a strategic step in achieving organizational goals is the starting point for progress in the discourse of this scientific discipline (Yusuf & Husni, 2019).

Knowledge management is only done in the business world that can help information and communication from top management to the operational department for changes to a work process in the organization. But along with the advancement of science and technology, knowledge management is also applied in education.

There are several definitions of knowledge management which differ depending on who conveys it and in what study the figures define it to be done: First, Knowledge management is a systemic process to extract, select, find, organize and present knowledge with specific methods, because That is, every worker can utilize and develop mastery of knowledge in one particular field of study, for a time there will be an institutional process, so that knowledge that is made becomes knowledge of company institutions (Tjakraatmadja & Lantu, 2006). Second, knowledge management is a human feeling to work on the process of practicing expertise and working together and learning more effectively, as a process that is mentally enjoyable (fun mentality) (Gurteen, 2012).

Third, Harvard College, in the article (‘Aliyah, 2020), defines knowledge management as a process that is accommodated and directed with indigestion information that is already owned by an agency and looks for what is needed by each individual within an agency (company) to facilitate it then so that it is easily accessible and always there when needed and wanted. Fourth, Lenzion (2015), in the article (Aziz, 2020), stated that the definition of knowledge management could be classified into two definitions: a. Operational knowledge management is a process in the form of creating formal knowledge (formal knowledge) and tacit knowledge (subjective knowledge) and then processing, protecting, collecting and practically implementing it to achieve the expected goals. b. Strategic knowledge management is the art of creating an organization based on knowledge and is open to it, integrating the use of knowledge, corporate strategy, people, and organizational culture and technology in the area around the use of learning effectively and efficiently.

From some of the definitions above, it can be synthesized that knowledge management is a process of managing regularly and systematically from knowledge in individuals in an organization to be facilitated for a time so that it is easily searchable or accessible and used optimally in realizing the goals of the organization.

Knowledge management will make the shared helpful information. Knowledge management is classified as a strategy of responsibility and evaluation, both for the development of the effectiveness of an organization or for the development of opportunities or opportunities. None other than the purpose of the existence of knowledge management is to develop the strengths and strengths of the organization to carry out a core process that is more efficient and effective. To build knowledge management in the business environment, educational institutions need to be supported or supported by information technology to facilitate the culture of accessing and improving or developing the competitiveness and quality of the organization.

Learning Organization

Organizational learning (Learning Organizing) emphasizes using a learning process at the individual, group, and system levels to run the organization in ways that increase stakeholder satisfaction (Pearn et al., 1995). Organizations learn through individuals who are part of the organization. People are hired because they have specific competencies or advantages, which they get from their jobs or formal training. It can be categorized that formal education is a way to improve individual abilities and that organizations benefit from the various activities of these educated individuals. Based on this opinion, learning is an event in which the organization benefits from productive members. However, this is not simple or easy. Individual learning does not guarantee organizational learning, but organizational learning will not occur without personal understanding (Absah, 2008; Garvin, 2000; Kim, 1993).

A learning organization is an organization that sincerely continues to learn and learn together, then transforms itself so that it can collect, manage and use its knowledge more optimally to achieve an organization. Each individual's learning habits and desires in the organization will be a place for developing an organization that is continuously learning or a learning organization. Learning can occur at the individual, group, and organizational levels (Maguni, 2014; Marquardt, 1996).

Organizational learning and organization learning has a very close relationship, although there is a distinction between the two. Organizational learning is part of the work within the internal organization that functions to provide administrative teaching, while organizational learning is a form of organization. As stated by Nainggolan, organizational learning is an active and creative process that is responsive, so it has implications for organizational readiness to adapt quickly to its dynamics. This process includes acquiring up-to-date knowledge, skills, and behaviors (Nainggolan, 2016; Yusuf & Husni, 2019). Learning organizations are trained to create, transfer learning, and modify behavior to reflect new states of mind (Garvin, 2000; Masrukhin, 2015).

Learning organization is a concept that can be interpreted as the ability of an organization to continuously work on a process of learning activities (self-learning) so that the organization has a speed of action and thought in response to various changes that arise. A learning organization is an organization that continuously expands its capabilities to create its future. According to Peter Senge, 1990, there are five disciplines: first, mental model, second, system thinking (system thinking), third, shared vision, fourth, personal mastery. And fifth, design thinking (systems thinking). Without the discipline of these five, there is no harmony (harmony) in the learning organization. Balance here relates to "uniformity," which is how individual abilities are synergistically combined within the organization (Masrukhin, 2015; Sange, 1990).

A learning organization is an organization in which everyone strives to know and solve problems enabling the organization always to exist, change and make developments to develop learning abilities and achieve a goal. Innovative steps always emerge to face management challenges in difficult times. Organizations are experimenting with new ways of managing that can respond to the demands of today's environment and consumers. Two of the latest management innovations are the shift to learning organizations and handling information and technology-based workplaces (Daft, 2013; Rusilowati, 2013).

For applying a learning organization (Learning Organization) in an organization, The first component that must be considered is skills and formal education. By implementing or doing a learning organization, it will know how far the improvement or development has been.

The Role and Benefits of Learning Organizations

role knowledge management is needed from various aspects, both in-world work and education that can be seen, among others, as follows; First, Improving activity stimulation to the needs of the customer (customers) and stakeholders. Second, increasing competition in a company or an educational institution. Third, improving productivity and competencies that have been assigned tasks and responsibilities. Fourth is the basis for generating innovation (Putra, 2013).

In the advantages or benefits of knowledge management in an organization or an educational institution are as follows; First, Improving the quality of customer handling. Second, Improving the quality of policy and decision making. Third, improving innovations owned by employees and education personnel in educational institutions. Fourth, increase productivity. Fifth, Increase profit or income. Sixth, Improving various best practices. The aim is, Reduce costs. Eighth, accelerate response to developing issues. Ninth, Improving collaboration within companies and institutions. Tenth, Increase market share. Eleventh, Improving process quality, product quality, and service. Twelfth, A much better way of working (Putra, 2013).

Knowledge Management as an Effort to Develop Learning Organizations in Islamic Educational Institutions

Environmental shifts and competitive forces in the world's industries education result in a gap between environmental demands and competition with the strength of the education unit for various types and levels of education. This situation forced some educational teams to stop their operations or reduce them. Several university study programs experienced a decrease in the number of students; some even had their operating licenses revoked and had to be closed. And this also occurs in primary, secondary, and other education units. Incidents of several academic departments experiencing a decrease in the number of students or reducing/stopping their operations.

The importance of knowledge management that comes out of the womb of the business world in basic this can be understood through a series of questions, including why many Islamic educational institutions cannot last long, what makes an Islamic educational institution more important competitive than other educational institutions. The ability of Islamic educational institutions to survive is not due to chance. Still, the institution must display the capacity to adapt more quickly to changing circumstances and demands of the surrounding environment, a continuous desire to innovate, and take the right policies to move the institution (Nuryana, 2017).

Knowledge management originally appeared to answer how to manage that knowledge. In ancient times it seemed that view information was power. Still, it is proven that having information alone is not enough. The main thing is how the information is decided and becomes a consideration to become an idea. The statement then gives context to become knowledge (Hendrawan, 2019).

Knowledge management is a series of activities organizations or companies use to identify, create, explain, and provide knowledge to be reused, recognized, and studied. Usually, this activity is related to the objective of an organization. It aims to achieve a particular result such as group (shared) knowledge, performance development, competitive advantage, or a higher level of innovation (Nuryana, 2017).

According to Senge, in Sangkala's book entitled knowledge management, he stated that five disciplines of knowledge management are needed to create a learning organization: First, build a shared vision (shared visioning). An organization's ability to develop deep and meaningful meaning for all to achieve. People learn and solve problems not because they are brainwashed but because they want to work on them. Second, Thinking systems (system thinking). The advantage is to see each problem comprehensively. In addition, it also understands the relationship between one thing and another and the causal link in the organization. Third, mental modeling (mental modeling) Improves our mental model of how we picture seeing the world and how we take action. Sometimes we often don't realize that how we behave and act is greatly influenced by how we view things. Fourth personal expertise (personal mastery). Increase individual strengths or skills that are in line with the needs and desires of the organization to achieve a goal. Fifth is team learning (team learning). Increase the team's strength together (group) to conduct an organizational plan (Sangkala, 2007).

Knowledge management in educational institutions is sharing and transferring knowledge through these two processes resulting in the development of the value of knowledge possessed by an educational organization. Somebody which sharing or transferring knowledge will not lose the ability it has. Still, it will multiply the value of the command because it is already owned and can be helpful to many people ('Aliyah, 2020).

It can be concluded that knowledge management can be used to improve organizations in Islamic educational institutions to respond to the changes and demands of the times. In an Islamic educational institution, educators and educators need knowledge management to improve/develop quality human resources (HR), increase organizational or company value, and establish collaboration within an Islamic educational institution. The essential core of knowledge management activities in educational institutions is sharing and transferring knowledge.

Knowledge Management Components in Educational Organizations

Knowledge management has good benefits for an organization or the world of work in its implementation, such as developing organizational or company values, improving the quality of corporate members, and improving integration within the organization. In implementation There are components that must be considered ('Aliyah, 2020). Each of these components has a different role and value, including the individual (people). Knowledge management must be supported by the availability of consistent and responsible human resources (HR) in their duties within an organization or a company. The second is the process

(process). Knowledge management must have a straightforward process that can make it easier to change knowledge and make it easier to impart knowledge.

For this reason, it is necessary to create a positive knowledge-sharing process through the identification and mapping of knowledge by implementing a SECI model method. Third, technology. To facilitate the implementation of knowledge management, a technology is needed that can assist in the flow of information and data that occurs in an effective and efficient knowledge management process. Fourth, content (content). The knowledge management system has compiled content in a knowledge database and documents needed by members of the organization to carry out their duties and obligations (Setiarso et al., 2012).

Knowledge Management Foundations of Organizational Development in School Education

Schools are closed systems. Without humans, schools would not be concrete and exist. As a running system, the school constantly interacts with the community, workforce, groups, churches, universities, and other institutions. It briefly appears that the large school district as a system avoids complexity (Nuryana, 2017).

An educational organization is a place to carry out educational activities to achieve a desired educational goal. An educational organization is a process-making place or system that carries out an educational program to achieve a planned educational goal. Organizational culture has several functions, including; 1) facilitating collective commitment, 2) providing organizational identity to subordinates, 3) promoting the stability of the social system, and 4) making behavior with managers feel its existence. From this explanation, it can be concluded that knowledge management can be used to develop an organization's performance, in this case, an organization in the world of Islamic education institutions (Nuryana, 2017).

In its application, knowledge management can be seen from several dimensions. Islamic education can carry out knowledge management to develop an organization in an Islamic educational institution from these dimensions. Among the dimensions of knowledge management that Islamic educational institutions can design according to Sangkala are; First, Measurement, in organizations (Islamic education), becomes an essential aspect because it is a way of integrating within the organization. Implicitly each measurement system determines the point of view. Therefore, measurement design is the most fundamental statement of organizational goals. Measurement also allows us to see whether we have moved towards the target or not. Second, conceptually, So, that organizations (Islamic educational institutions) can develop and improve an integrated construction that can be used to discuss knowledge within the organization. The reason is that both conceptually and theoretically, knowledge management requires a holistic approach. From the various concepts issued by each member in an Islamic educational institution, it must be packaged by a theory that is in line with the needs and answers to different organizational questions related to the implementation of knowledge management. Knowledge management requires a holistic approach. From the multiple concepts issued by each member in an Islamic educational institution, it must be packaged by a theory that is in line with the needs and answers to different organizational questions related to the implementation of knowledge management. Knowledge management requires a holistic approach. From the multiple concepts issued by each member in an Islamic educational institution, it must be packaged by a theory that aligns with the needs and answers to different organizational questions related to implementing knowledge management (Sangkala, 2007).

Third, change is so significant to get attention in this dimension because change is closely related to stability. Therefore, the way it works is related to the institution and its improvement and development. But before new knowledge changes the knowledge structure and system of activities within an organization, knowledge must first be accessible, understandable, and acceptable (Darim, 2020; Huda & Rokhman, 2021). The knowledge management framework is shown to change an organization, so a change management method is also needed. This requires the cooperation of different activities with each other. Fourth, when knowledge is seen as a product, the content of knowledge can be grouped and categorized in various methods (Pakpahan & Habibah, 2021). To manage a product of a knowledge process, we need knowledge that fits and supports each other. The content of knowledge is also related to employee skills, in terms of Islamic educational institutions, of course from educators and education staff. Skills directories, skills management systems, knowledge maps, or knowledge content models can be developed to manage knowledge content.

Fifth, Organizational structure in this dimension, the organizational structure is also an important thing to note. A division of roles and responsibilities is needed to work on the effectiveness of knowledge management. These roles include knowledge owner, knowledge disseminator, knowledge seeker, and community coordinator. Sixth, tools in this dimension are closely related to the availability of facilities and infrastructure to gain knowledge. Therefore, how the methodology of managing knowledge, the representation of knowledge needed to support knowledge management effectively and efficiently become something that also determines the knowledge management strategy (Nuryana, 2017).

CONCLUSION

Knowledge management is critical because this is one reason that encourages or motivates people to do studies on knowledge management. They realize it or not that the knowledge aspect is an urgent modality that cannot be ignored both in the business world in the world of education. Because the position of knowledge in the current information age is equivalent to the existence of electric power generation energy in the industrial era. People who had capital had a lot of money, land, and others but later developed into the industrial world, emphasizing factories. Still, at this time, it is not only the industrial world but has entered the realm of knowledge.

In an educational institution, educators and educators need knowledge management to develop and improve quality human resources, increase the value of an organization or company and increase collaboration within an educational institution. The application of knowledge management (knowledge management) is not a one-time job. The results can be immediately seen from the process, but rather a long-term (really) complicated work process considering that this is a unique approach closely related to the characteristics of each individual. Each organization of Islamic educational institutions is running well. Therefore, all aspects related to educational institutions will work well, and the goals set will be realized.

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