

STRATEGIC MANAGEMENT MTs SWASTA ISLAMIYAH H.A.G IN MANAGING THE EDUCATION UNIT

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Abstract: The purpose of this research is to find out how the management strategy of private Islamic MTs is in managing their educational units. Metode penelitian yang digunakan dalam penelitian ini adalah tekanan pada proses masalah dan makna (persepsi dan partisipasi) yaitu deskriptif kualitatif. Strategi yang digunakan adalah studi kasus tunggal. Strategic Management in Managing Education Units is a necessity and even a necessity. The low quality of our education in general is due to educational institutions not being able to set goals effectively and efficiently towards competitive advantage. Educational institutions at MTs S Islamiyah have been able to develop strategies to deal with increasingly complex educational problems. The dynamic development of the era, the unstable economy, and inadequate financing require educational institutions to formulate and manage strategies properly, then implement them, and continue to evaluate and evaluate them. If educational institutions are able to carry out strategic management properly, efforts to increase and improve the relevance of education will be realized.

INTRODUCTION

The development of science and technology has brought changes in almost all aspects of human life where various problems can only be solved except by efforts to master and improve science and technology. In addition to the benefits for human life, on the one hand, these changes have also brought humans into an era of increasingly fierce global competition.

In order to be able to play a role in global competition, schools need to continue to develop and improve the quality of their human resources. Therefore, improving the quality of human resources is a reality that must be carried out in a planned, directed, intensive, effective and efficient manner in the development process, if you do not want this nation to lose out in competition in living the era of globalization.

One strategy to improve the quality of education is the implementation of strategic management. The basic reason is that the concept of strategic management offers schools to provide better and more adequate education for students. This concept emphasizes the efforts of schools to identify what they want to achieve, and how they should achieve results that are of value in the scope of education, so that schools can understand competitive strengths and develop sustainable competitive advantages in a systematic and consistent manner.

Likewise with school Madrasah Tsanawiyah (MTs) Islamiyah Hessa Air Genting is one of the basic levels of formal education in Indonesia, equivalent to a junior high school that is able to maintain A accreditation and has been operating since 1996. Even though if you look at the existing school data there are seven private MTs in the district Air Batu, but only MTs Swasta Islamiyah Hessa Air genting who are able to maintain quality with Accreditation A.

As for the preparation of strategic management focused on education, it is closely related to the performance management applied. In realizing a quality education, of course, a good management is needed. Good management, of course, refers to the management functions

themselves, where the intended functions are none other than planning, organizing, controlling, and evaluation, so that teaching and learning activities can run in a planned, systematic, sustainable manner in accordance with educational quality standards. Therefore researchers will conduct research on how the management strategy of Islamic Private MTs in managing their Education units.

RESEARCH METHODS

The research method used in this study emphasized the problems of process and meaning (perception and participation), namely descriptive qualitative (Sutopo, 2006: 40). This form will be able to capture a variety of qualitative information with detailed and nuanced descriptions that are more valuable than mere statements of quantity or frequency in the form of numbers.

The strategy used is a single case study. Further explained by Sutopo (2006: 139) that a study is called a single case study if the research is directed at one characteristic. This means that research is only carried out on one target, one location or one subject.

The analysis of this research is inductive, that is, all conclusions are formed from all the information obtained from the field. This analysis process was carried out simultaneously from the beginning of the data collection process, using various reflection techniques to deepen and strengthen the data. Each data obtained will always be compared, each unit or group to see its relevance according to the research objectives. The analysis process uses an interactive analysis model. In this analysis model, the three components of analysis are data reduction, data presentation, and conclusion/verification (Miles and Huberman, 1992: 16).

Research time

The time for carrying out this research is on January 28, 2023. At 12.00 WIB. And during the research takes about 1 hour.

Observation Location

This research was conducted at school. Located at Jalan Jalan Besar Kisan-Simpang Empat, Kec. Batu Batu, Kab. Asahan, Sumatra Utara.

RESEARCH RESULTS AND DISCUSSION

A. Concept of Strategy and Strategic Management

Strategic management emerged and was practiced initially in the military world. In the early 1970s, business policy educators and researchers began meeting to discuss changes in business policy practices and how they might respond to them. In 1977 a conference was held at the University of Pittsburgh which gave birth to what became known as strategic management (Sampurno, 2013).

Before discussing more about the definition of strategic management, it is more appropriate to understand strategy. Many definitions can describe strategy including Hitt, Ireland and Hoskisson explaining "A strategy is an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage" (Michael, 2016). This opinion explains that strategy is a series of integrated and coordinated commitments and actions designed to maximize core competencies and gain competitive advantage in the organization. When choosing a strategy, the organization makes and develops choices among the alternatives to decide how the organization will pursue strategic competitiveness. The strategy chosen will indicate what the organization will and will not do (Thompson, 2005).

So therefore MTs S Islamiyah to achieve superior organizational performance, MTs S Islamiyah must be able to compete for resources, both human resources and financial

resources. Both of these are key factors for the organization. The role of leadership is a key factor in its achievement. For example: schools will compete for a large number of students, superior student achievement and the best teachers/professors and sports teams compete for schools.

Strategy is the ideas, decisions and actions that make MTs S Islamiyah success in achieving goals. The development of creative and innovative ideas makes it easy for organizations to make useful decisions. Decisions are of little use if they are not followed up. MTs S Islamiyah must take the necessary policies to implement the strategy. The visualization of five ways of looking at the strategy carried out MTs S Islamiyah is:

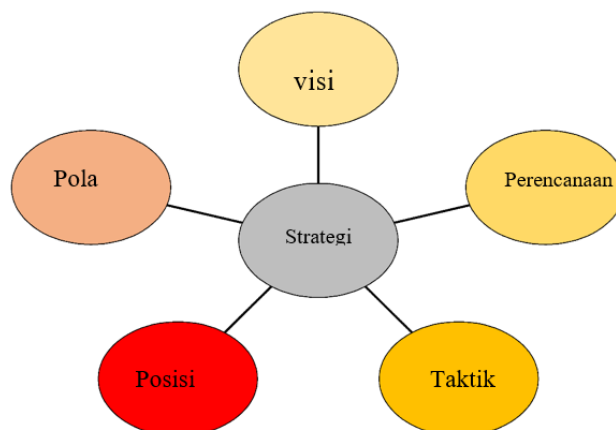


Figure 1. Implemented Strategy Components MTs S Islamiyah

The picture above shows that strategy can be seen in a visionary context. Here it is implied that strategy can be considered as a clear strategic objective, purpose and direction of an organization, but without clear details. In an always dynamic organizational environment, managers will then determine a more detailed and specific strategy within a certain period of time and this is the vision MTs S Islamiyah. Some people think that strategy and planning are the same thing. Strategic planning has an important role in strategy creation, but planning does not fully explain how the strategy is implemented.

Tactics are also views about looking to the future that must be implemented immediately MTs S Islamiyah. School competition and the development of the times will be very dynamic. All organizations will continue to innovate and use the latest methods in organizational development efforts. For this reason, tactics are a fast way to adopt and overcome competition and competition so that organizations can be superior.

Vision, planning and tactics are all about the future and imply change. Position relates to the suitability of the organization's current competitive situation. Basically, a position is a temporary stop to see the position MTs S Islamiyah today to be aware of organizational conditions and then make clarifications so that school changes are based on data and knowledge not assumptions of the past. And of course the current position of the school is a result of previous decisions, implemented plans and previous tactics.

Then the important thing is done to analyze and understand the patterns that develop on MTs S Islamiyah, see what happened, why and how it happened. Understanding patterns can provide a valuable foundation for decisions, plans and future actions for organizations, but while history can serve as a guide for the future, it is rare for events to repeat exactly or without some distinction. The importance of clarifying the pattern of decisions and changes also explains the success of a strategy.

We will get an understanding of this perspective and be strengthened when we see and practice directly how a strategy is made by MTs S Islamiyah and changed according to conditions MTs S Islamiyah, competition, the times are very dynamic.

After explaining some of the concepts of strategy, it can be concluded that strategy is a series of actions carried out by an organization in an integrated manner to make the best decisions for achieving organizational goals. The main thing is MTs S Islamiyah must be able to create strategies in efforts to develop their organization. Creation and implementation of strategy requires management. Therefore, organizational managers need to understand the concept of strategic management.

Strategic management according to Rothaemel strategic management is the integrative management field that combines analysis, formulation, and implementation in the quest for competitive advantage (Rothaemel, 2017).

Strategic management consists of three important parts, namely analysis, decisions and actions taken by an organization to create and maintain organizational advantages and improve organizational weaknesses. There are two main elements in strategic management, namely:

1. First, strategic management in an organization must have three processes: analysis, decision, and action. Strategic management is also concerned with the analysis of strategic objectives (vision, mission and strategic objectives) together with an analysis of the internal and external environment of the organization. Next, leaders must make strategic decisions.
2. Second, the essence of strategic management is to study why some organizations are superior to others. Thus, managers need to determine how their organization is able to compete so that it can excel in achieving organizational effectiveness.

Strategic management can be understood as a process of integrating formulation/planning, implementing/implementing, and evaluating which leads to making organizational decisions that have an impact on organizational excellence. Organizational leaders establish and oversee the decisions taken to achieve goals.

B. The Purpose and Urgency of Strategic Management At MTs S Islamiyah

As stated by Syaiful Sagala that strategic management is a systemic approach in organizing education for achieving goals, especially in the context of achieving quality education, both quality of service, quality of administration and quality of graduates (Sagala, 2011). Therefore, in general the application of educational strategic management aims to create a competitive advantage for the organization.

Through an analysis of an organization's financial statements, information is obtained regarding the accounting performance of an organization both in terms of profitability and financial ratios. According to Suwandyanto, there are four objectives of strategic management (including educational strategic management), namely (Suwandiyanto, 2010):

1. Provide direction for achieving organizational goals. In this case the strategic manager must be able to show all parties where the organization is going. Because clear directions can be used as a basis for controlling and evaluating success.
2. Helping to think about the interests of several parties, organizations must meet the needs of various parties (stakeholders) involved in the education sector, both government, private, banking institutions, and the wider community who play a role in the success of education.

3. Overcome any changes back evenly. Strategic management enables top executives (top management) to anticipate changes and prepare guidelines and controls, so that they can broaden their time frame/thinking perspective and understand good contributions for today and tomorrow.
4. Related to efficiency and effectiveness. The responsibility of a manager is not just concentrating on ability over efficiency. However, you should also have serious attention in order to work hard to do something better and more effectively.

In an organization that puts forward the principles of quality, superior and competitive, one of which is in the field of education, the implementation of strategic management is very important important, because the progress and sustainability of the organization is determined by good management. Where management takes the initiative to use resources and increase organizational productivity. All actions reflect what has been formulated in the vision, objective mission and policies of the organization itself. This is done by designing and implementing programs that aim to achieve goals and available resources must be used properly (Fadhli, 2020).

The presence of strategic management as a solution to empower the entire educational organization so that it is comprehensively and systematically able to realize its vision and mission properly, effectively and efficiently. Because strategic management is a managerial level action that prioritizes objectives over tactics (strategy), strategic management provides the direction an organization will take. Therefore, however, this is not only limited to the level of managers (top management in an organization), but also includes directors and other stakeholders in the internal management structure of the organization.

During the execution of the strategic plan, changes in management may occur which may result in barriers to growth. It is important to establish change management that is competent enough to avoid various negative effects that may occur. It is important to determine if there has been improvement in implementing the strategy and if the progress made is consistent with the expected results. In addition, a review also needs to be carried out to consider new technological challenges, new competitors, educational, social and economic changes, and political interests.

C. Aspects of Education Strategic Management

Aspects of strategic management include disclosing the vision and mission of a business entity or organization, setting goals to be achieved, creating an accurate strategy, implementing and executing the strategy, as well as assessing performance and implementing adjustments and corrective actions. According to Thompson & Martin in general, strategic management has strategic aspects that are always considered in determining the strategy to be implemented. These aspects include (Faujiah, 2023):

1. Developing the vision and mission of the organization. Every organization needs a mission, a statement regarding the purpose of the organization. The mission answers the question: what is our reason for being in this organization? and it is also important for managers to identify current objectives and strategies currently in use
2. Set organizational goals. Knowing in advance what the purpose of the organization was established, before formulating a strategy and so on.
3. Formulate a strategy to achieve the goal. Managers need to devise and evaluate various strategic alternatives and then choose those that are mutually supportive and complementary and those that enable the organization to make the best use of its environmental strengths and opportunities.

4. Implement and execute the strategy. Once the strategy is formulated, the strategy must be implemented. Strategy is only good if its implementation is good. No matter how effectively an organization has planned its strategy, it cannot succeed if the strategy is not properly implemented.
5. Evaluate results, monitor new developments, and make improvements and adjustments to strategies. The final step in the strategic management aspect is evaluating results. How effective is the strategy that has been implemented? Whatever the outcome, it will provide input recommendations for improvement and refinement of the strategy and subsequent implementation and, if any, what adjustments are needed to increase the organization's competitiveness against new developments.

The aspects of strategic management in MTs S Islamiyah Hessa Air Genting are as follows:

1. Determine the mission of the organization. Explain the uses and reasons why an organization exists. The main characteristics of the products offered, the technology used, the intended consumers, market characteristics, commitment to employees, self-philosophy and corporate image that society expects.
2. Determine organizational goals. What is the organization trying to achieve. Short term goals and Long term goals.
3. Determine the Intent strategy (vision)
 - a. Stretch: creating aspirations and ambitions, which would be impossible under normal circumstances.
 - b. Foresight: future predictions by considering technology trends, consumer (user) behavior, the environment, and so on.
 - c. Leverage: how to create greater influence with the resources you currently have.

In addition to the several aspects above, that as explained earlier, that strategic management is a large-scale planning (large scale planning), it is also called strategic planning, which is oriented towards the distant future and is determined as a top management decision (top management). Therefore, the decisions taken are also fundamental and principled, in an effort to produce something of high quality directed at achieving the goals that have been set. (Baharuddin, 2019).

Based on this explanation, it can be concluded that several aspects of strategic management are based on several characteristics, namely (a) realized in the form of large-scale planning which includes all components in the organizational environment as outlined in the form of a strategic plan, which is described in an operational plan, which is then also elaborated in the form of programs; (b) oriented to the long term future, which is usually between 25 and 30 years into the future, broken down into one to five year operational plans; (c) determining the vision, mission and selection of strategies and objectives to be achieved; (d) strategic plans (renstra) are translated into operational plans (renop) which are implemented in various programs, (e) implementation of strategic plans and renop involve top management, (f) implementation of strategies in programs is carried out through the processes of formulation, implementation, budgeting and control.

D. Strategic Management Process

Strategic management is a process or processes that need to be understood as more than just a teachable discipline. Strategic management is the process by which the organization determines the goals, objectives and desired levels of achievement, decisions and actions to achieve the objectives in an appropriate time scale, under changing environmental conditions; planning implementation; and assess the progress and effectiveness of the organization. This means that strategic management is a comprehensive process that must

be carried out by the organization in running the organization. Organizations that practice strategic management will continue to experience changes for the better. This is because all actions taken are measured and evaluated.

The implementation of strategic management in an organization is not an easy thing. It takes understanding and seriousness of all members of the organization. For this reason, in understanding and implementing strategic management, there are stages/processes. As previously stated by Rothamel, strategic management is the process of integrating/combining analysis, formulation, and implementation (AFI) in an effort to seek an organization's competitive advantage. AFI is a strategic framework to realize strategic management views. For more the details can be seen in the following figure (Taufiqurrahman, 2016):

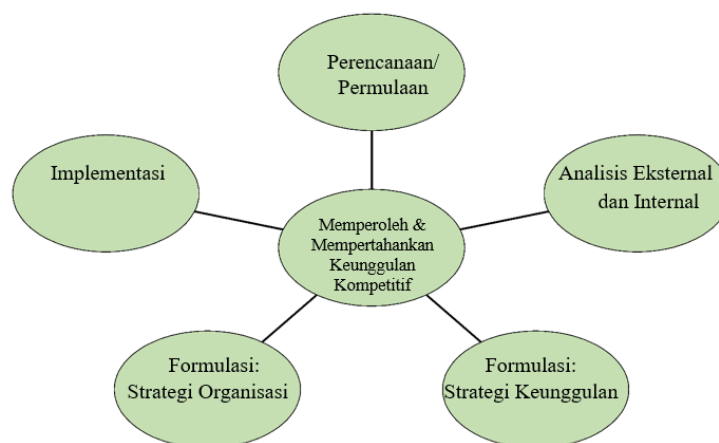


Figure 2 AFI Strategy Framework

The AFI strategy framework shown in the figure above, can explain and predict differences in organizational performance, and assist managers in formulating and implementing strategies that can result in organizational effectiveness. The AFI model strategy framework connects three interdependent strategic management tasks (implement, analyze, formulate) and assists managers to generate competitive advantage. The strategic management process in developing and implementing strategies at MTs S Islamiyah is an ongoing process consisting of five integrated stages (Dermawan, 2020):

1. *Developing a strategic vision*
Develop a strategic vision that describes the long-term direction of the organization, a mission statement that fits the organization, and a set of core values to guide organizational members in realizing the strategic vision and mission.
2. *Setting objectives*
Setting goals to measure the performance of the organization and monitor its progress in moving in the long term direction according to the goals of the organization.
3. *Crafting a strategy*
Create strategies for the organization's progress towards the future expected by management and achieve superior performance goals.
4. *Implementing and executing the chosen strategy*
Implement and implement the strategies that have been set effectively and efficiently.
5. *Evaluating and analyzing the external environment and the company's internal situation and performance*

Evaluate and analyze the external environment and the internal situation of the organization and performance to identify the suitability between the plans and the strategies set. Then if it is not appropriate, it needs to be corrected for the long-term progress of the organization.

These five stages are a unit that must be practiced by MTs S Islamiyah through good leadership. Each stage must get the attention of the organization in order to achieve the desired goals and have been formulated into a strategy. The strategic management process consists of three stages namely (Nuryakin, 2018):

1. Strategy formulation has many aspects or tasks in it. Starting from Developing a vision and mission, identifying opportunities and threats from external organizations, determining strengths and weaknesses in the internal organization, setting long-term goals, developing alternative strategies, and choosing certain strategies to be implemented. No organization has unlimited resources, to overcome these limitations, it is important for organizations to make and decide which alternative strategy will benefit the organization the most. Leaders have to have the best perspective to fully understand the consequences of decisions in strategy formulation; and the leader has the authority to select the necessary resources for strategy implementation.
2. Strategy implementation is the second stage in the strategic management process. Implementing the strategy means moving all members of the organization and managers to implement the strategies that have been formulated previously in action. Strategy implementation is often considered the most difficult stage in strategic management, therefore strategy implementation requires discipline, commitment and sacrifice from all members of the organization. Success in strategy implementation is highly dependent on the leader's ability to influence, mobilize and motivate employees. Strategy implementation includes developing organizational culture, creating effective organizational structures, preparing budgets, developing and using information systems, and linking employee compensation to organizational performance.
3. Evaluate the strategy. Leaders must monitor and evaluate to find out if the strategy that has been formulated and implemented is going well or not going well. Strategy evaluation is the main means of obtaining this information. Evaluation needs to be done properly even though at the time of formulation and initial implementation it was done carefully. This is due to the dynamics of external and internal factors. In strategy evaluation there are three basic things that must be done, namely: (1) monitoring external and internal factors which are the basis for strategy formulation, (2) measuring performance, and (3) taking corrective action.

Formulation, implementation, and evaluation of strategic activities occur at every level in the organization. By developing communication and interaction between managers and employees in all elements of the organization can increase the success of the strategy. Involving all members of the organization is not an easy thing in the strategic management process. However, managers must be able to actively involve members of the organization to be able to create organizational effectiveness and organizational excellence.

E. Strategic Management in Educational Institutions

Like profit organizations, educational organizations/institutions need to have a strategy in their development efforts. Moreover, educational institutions in Indonesia cannot be said

to be of good quality in general. Strategic management implementation is felt to be very necessary. In many countries efforts to improve the quality of education is a very strategic issue and is a priority for the government besides the economy and health. Therefore there is great pressure for school administrators to improve quality.

Some aspects that are of public concern are: student results (student achievement), participation rates (participation rate/APK), inclusion and results for previously disadvantaged groups (inclusive education for children with special needs), parental satisfaction with schooling, employer satisfaction with the products of schooling, cost-effectiveness of schooling.

The five aspects above should be of concern to school managers starting from the Central Government, Regional Governments and School Principals. These five aspects will continue to be strategic issues and develop if solutions have not been found. While developing a strategic planning model for schools through three conceptual stages, namely:

1. Strategy analysis,
2. Strategy selection and
3. Strategic implementation.

The model offered does not have an evaluation in the implementation of this strategic plan. There are five things that must be done by the school in implementing strategic management, namely (Kholis, 2014):

1. Formulation of the school's vision and mission,
2. School goals and targets,
3. Determination of school organizational strategy,
4. Implementation of school organizational strategy, and
5. Thorough

Schools will have clear directions and goals if they have the five things of implementing strategic management. However, in reality there are many schools that do not have a plan in an effort to create a superior school. Model Strategic planning can be detailed as the following figure, namely:



Figure 3 Strategic Planning Pyramid

The formulation of strategic management in educational institutions must begin by analyzing the internal and external environment of the school and then collecting data, formulating the school's vision, mission, goals and objectives, which are oriented towards the future and excellence of the school. The vision and mission of the school must be

prepared together with all school stakeholders, both internal and external. External parties need to be present because they will use the services of the alumni. For this reason, it is necessary to listen to the needs of the market/community.

Strategy implementation means trying to utilize all school resources, both human resources (principals, teachers and staff) as well as financial resources and facilities. In Indonesia there are National Education Standards that must be realized which consist of eight standards, namely: Graduate Competency Standards, Content Standards, Process Standards, Education and Education Personnel Standards, Facilities and Infrastructure Standards, Management Standards, Education Financing Standards and Educational Assessment Standards. The successful implementation of this strategy is highly dependent on the Principal to influence, mobilize and motivate staff teachers and students. Strategy implementation requires discipline, commitment, and sacrifice from all members of the organization.

Principals and teachers must routinely and regularly evaluate the strategies that have been implemented. Very fast and dynamic changes in educational institutions are very influential in the success of achieving strategy. Curriculum changes, for example, that often occur require a quick and responsive attitude of school personnel to overcome them. For evaluation of students, tests or examinations can be held periodically and for educators and education staff, this can be done with supervision and competency tests.

Leaders need to have comprehensive competencies to achieve successful implementation of strategic management. Strategic management implementation relies heavily on strong leadership especially in motivating to overcome differences. Educational leaders are a key variable in implementing strategic management in educational institutions.

CONCLUSION

Strategic Management in Managing Education Units is a necessity and even a necessity. The low quality of our education in general is due to educational institutions not being able to set goals effectively and efficiently towards competitive advantage. Educational institutions at MTs S Islamiyah have been able to develop strategies to deal with increasingly complex educational problems. The dynamic development of the era, the unstable economy, and inadequate financing require educational institutions to formulate and manage strategies properly, then implement them, and continue to evaluate and evaluate them. If educational institutions are able to carry out strategic management properly, efforts to increase and improve the relevance of education will be realized.

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