

Strategic Quality Improvement Management in Islamic Educational Institutions

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Abstract: This article aims to analyze the implementation of strategic management in improving the quality of education at the Darul Hikmah Islamic Boarding School Foundation in Mataram and the strategic management steps to enhance the quality of education in the Darul Hikmah Mataram Islamic Boarding School Foundation High School. The research conducted in this study is of a qualitative-descriptive approach. The research was carried out to obtain real information regarding phenomena and events related to the topic. It described the activities conducted as study materials and then analyzed and compiled the research data related to strategic management for improving the quality of education in the high school of the Darul Hikmah Mataram Islamic Boarding School Foundation. The results of the research indicate that the efforts made by the school in strategic management to enhance the quality of education in the high school of the Darul Hikmah Mataram Islamic Boarding School Foundation involve several aspects, including analyzing the implementation of strategic management, improving the quality of teachers, promoting the Darul Hikmah Mataram Islamic Boarding School Foundation, special programs, and infrastructure enhancement.

Keywords: Islamic educational institution, strategic management, quality improvement in education.

Introduction

The advancement of science and technology has brought about significant changes in nearly all aspects of human life, with various issues that can only be addressed through the mastery and enhancement of knowledge and technology. While these changes have brought benefits to human life, they have also propelled humanity into an era of increasingly fierce global competition. To remain competitive on the global stage, our nation needs to continuously develop and improve the quality of its human resources. Therefore, the improvement of human resource quality is a necessary reality that must be undertaken in a planned, directed, intensive, effective, and efficient manner in the development process, to avoid losing the competitive edge in the era of globalization.

Speaking of the quality of human resources, education plays a vital role in enhancing the quality of human resources. The improvement of educational quality is an integrated process within the context of enhancing the quality of human resources itself. One of the strategies for enhancing education quality is the implementation of strategic management. The fundamental reason behind this is that the concept of strategic management offers schools the opportunity to provide better and more adequate education to students. This concept emphasizes a school's efforts to identify what they want to achieve and how they should achieve valuable outcomes within the educational framework. This way, schools can understand their competitive strengths and develop a sustainable competitive advantage systematically and consistently.

The development of strategic management focused on improving the quality of education is closely linked to a teacher's performance. Teachers are an integral part of the education system, occupying a strategic position in the management and development of learning. Therefore, teachers are expected to become the cornerstone of forming competent human resources. Teachers should possess professional skills, especially in the application of effective and efficient teaching strategies to improve the quality of education for students.

In realizing quality education, effective management is essential. Effective management, in this context, refers to the basic management functions of planning, organizing, controlling, and evaluating, which ensure that teaching and learning activities proceed in a planned, systematic, continuous manner in line with educational quality standards. One of the educational problems facing Indonesia today is the low quality of education at all levels and in various educational institutions. According to a survey by the United Nations Educational, Scientific and Cultural Organization (UNESCO) on the quality of education in developing countries in the Asia-Pacific region, Indonesia ranks 10th out of 14 countries. Furthermore, the quality of teachers in Indonesia is ranked 14th out of 14 developing countries. One of the factors contributing to the low quality of education in Indonesia is the inability of teachers to tap into students' potential.

Teachers often impose their will without considering the needs, interests, and talents of their students. Many educators fail to address students' issues and potentials. Education should focus on students' needs, rather than imposing something that makes students uncomfortable in their pursuit of knowledge. A good educational

process provides opportunities for students to be creative because students' thinking styles cannot be directed. In addition to the lack of creativity among educators in guiding students, the centralized curriculum further clouds the picture of education quality.

Management is a critical element that touches, influences, and even permeates almost every aspect of human life. Human management enables the recognition of abilities, along with strengths and weaknesses. Management offers more effective and efficient methods of carrying out work, reducing obstacles in achieving goals, and providing predictions and insights to enable humans to anticipate rapid environmental changes. Management serves as a fundamental element that is always present and embedded in processes, serving as a reference for managers (institutions) in carrying out activities to achieve their goals.

The strategic management system in education is essential to achieve a high level of quality, which is the ultimate goal. One of the development factors for the quality of education in institutions is the ability to create uniqueness that can sustain it. This uniqueness should provide substantial value to education or maintain the same value but with better quality. Quality is currently a primary concern for many people, both individually and within organizations. They believe that high-quality products or services will be in high demand and have a significant competitive advantage in an increasingly advanced society.

The application of strategic management in educational institutions should involve various resources, both human and non-human, to achieve goals effectively and efficiently. To assure the community as students and society about the quality of educational management and provision, institutions must strive to realize their educational goals. The community assumes that an institution's quality is evident in its infrastructure development and educational quality. Therefore, to maintain and continuously improve the quality of education in the midst of the rapid changes in the education landscape, educational institutions need to seriously study the implementation of strategic management to achieve their goals.

Education must be in line with the needs of the community since education is perceived as a commodity that must be fulfilled to bring about derivative effects that need to be followed up. One of these effects is the relevance of education to the needs of the community. Education aims to enrich the lives of the nation's children. Intelligence is one of the factors that many people look at, and thus parents entrust their children to educational institutions. The hope is to produce intelligent and characteristically superior individuals, thereby possessing competencies that allow them to work hard and achieve great things.

In the rapidly changing times, strategic management is essential in the development process of educational institutions. Educational institutions must adapt to new rules, respond quickly to changes, consistently establish standards to achieve good performance, aggressively allocate resources to achieve their goals, and maintain and develop competencies. The implementation of strategic management in organizations or educational institutions is an old paradigm in educational planning. Educational organizations were previously understood as organizations based on values and the philosophy of service and humanity, and as such, their management and planning appeared to be good and guiding. Especially in private educational organizations (foundations) that are bound and regulated by an institution, society, and region, with planned and systematic rules that dictate the selection and implementation of management.

The general goal of education is the development of complete human knowledge, meaning that education is conducted while maintaining unity, developing multiculturalism, and realizing the aspiration for success, both individually and institutionally. Every educational institution will always strive to evenly improve the quality of education and achieve excellence because every citizen has the right to receive education in terms of excellence and balance. This can be achieved when educational activities are conducted responsibly and professionally, with a guaranteed educational growth concept, development of innovation, and implementation. As a result, the desired management process can professionally achieve its goals.

Educational institutions play a vital role in the process of improving the quality of education, and various efforts are made to enhance education quality through the development of teachers, training, provision of books and teaching materials, and the procurement and improvement of educational facilities. This improvement is an integrated process, intertwined with the improvement of human resources' quality. Consequently, all members of the institution work tirelessly to realize a higher quality of education through the development and improvement of management evaluation systems, curriculum development, and training for students, especially for teachers, educational staff, and other staff.

SMA Darul Hikmah is the highest-level school under the Darul Hikmah Foundation in Mataram City. The school is committed to educating students, developing quality education. The educational concept implemented by SMA Darul Hikmah aims to create students with high spiritual, intellectual, and emotional quality, in line with the school's vision. Therefore, SMA Darul Hikmah continually strives to do its best because one of its missions is to provide equal education to the community, delivering high-quality education.

In connection with the current era's educational improvement, it is undoubtedly a challenge for the SMA Yayasan Pondok Pesantren Darul Hikmah Mataram to advance and develop its existence in the midst of both

qualitative and quantitative competition. The success of education is closely related to the level of educational quality in schools. To enhance and maintain the quality of its education, SMA Darul Hikmah continuously seeks improvement and evaluation, particularly in educational quality, resource, and curriculum sectors to be provided to students. SMA Darul Hikmah sometimes faces challenges in students' learning motivation, coupled with the rapidly advancing era of globalization.

To maintain the quality improvement of students' education, the school, primarily the teachers, ensures that the learning activities are guaranteed through the teaching and learning process. The school and teachers optimize the improvement of spiritual, intellectual, and emotional aspects of students, providing guidance, nurturing, facilitating, advising, and motivating them. All these efforts combine to enhance the quality of student education. Hence, the SMA Yayasan Pondok Pesantren Darul Hikmah Mataram and the teachers strive to maximize their learning programs and management, ensuring that the quality of student education excels.

SMA Darul Hikmah, as an educational institution, is committed to producing students with high spiritual, intellectual, and emotional qualities, thereby enhancing their academic skills, in line with the school's vision and mission. The school manages high-quality educational programs, enabling students (graduates) to be confident and strongly driven to pursue their future lives, either in the world of education (higher education) or directly in the workforce.

Based on the discussion above, the researcher is interested in exploring and examining strategic management in enhancing the quality of education at SMA Yayasan Pondok Pesantren Darul Hikmah.

Method

The research method is used to discover and explain actual data and the steps that researchers need to take to easily obtain the relevant data used in this study. This type of research falls under the category of field research, which is conducted at the Darul Hikmah Foundation in Mataram to obtain the necessary data and documents. The research aims to conduct in-depth exploration of social units in an organized and comprehensive manner.

Based on the above ideas, it can be concluded that the research approach used by the researcher is qualitative-descriptive. The research is conducted to obtain real information about phenomena and events related to the topic. It involves describing the activities as a subject of study and then analyzing and organizing the research data related to strategic management for improving the quality of education in public schools located in the Darul Hikmah Foundation in Mataram.

Results and Discussion

The management at SMA (Senior High School) in the Darul Hikmah Foundation in Mataram is subject to the regulations of the Ministry of Education. These regulations are constantly evolving, both in terms of approaches and scholarly arrangements, as well as procedures for student recruitment, particularly identifying talented students. SMA Darul Hikmah continuously strives to create a generation of students with high spiritual, intellectual, and emotional qualities to enhance the quality of education, in line with the school's vision and mission. They manage high-quality educational programs, enabling graduates to have the courage and strong motivation to pursue further education or enter the workforce.

Therefore, this discussion focuses on two key points: the implementation of strategic management in enhancing the quality of education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram and the strategic management steps to enhance the quality of education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram.

1. Implementation of Strategic Management in Enhancing the Quality of Education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram.

Management also encompasses the entire thought process and determination for future actions to produce the expected output. a. Planning: Making decisions is usually part of planning because each choice is made based on the resolution of each plan. Planning is vital as it plays a significant role in driving management functions. For instance, a school principal must create an effective work plan within the administration to enhance the quality of religious education. Management planning is an essential indicator, as a lack of planning will not produce a well-thought-out result. b. Organizing: Organizing is essential to achieve goals. It is usually manifested in the form of an organizational chart, which is then divided into various positions. Each position typically has tasks, responsibilities, authority, and job descriptions. c. Actuating: Actuating is a vital part of the management process. Unlike the other three functions (planning, organizing, controlling), actuating is considered the essence of management because it specifically relates to people. In actuating, people work according to their tasks to effectively achieve set objectives. In practice, management is expected to have the skill to motivate and lead others. d. Controlling: To ensure that work aligns with the vision, mission, rules, and work programs, controlling

is necessary. This can take the form of supervision, monitoring, inspection, and auditing. These terms have different meanings but are all aimed at early detection of deviations in the planning, implementation, and organization stages. This allows for immediate corrections, adjustments, and adaptations in response to the situation, conditions, and changing times.

Based on the above description, it can be concluded that management functions are carried out with the goal of maximizing human and other resources that support the effective and efficient achievement of educational quality standards.

2. Management Strategy Steps in Enhancing the Quality of Education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram

Every school, in its effort to improve the quality of education, has different management strategies tailored to its specific needs, vision, and mission. In the endeavor to enhance the quality of education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram, there are several indicators that support these efforts, as outlined below:

- a. Development of Teacher Quality: The teachers at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram undergo professional development to improve their abilities, ensuring that the school can enhance the quality of education.
- b. Promotion of SMA Yayasan Pondok Pesantren Darul Hikmah Mataram: As part of the effort to improve the quality of education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram, the Public Relations Department of the Darul Hikmah Foundation has promoted the school to attract more students and achieve the desired outcomes.
- c. Special Programs: These are programs that support the enhancement of quality education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram, including Arabic club, Quran memorization (tahfidz), Quranic reading and writing, and the study of Islamic texts (kitabkuning). These programs contribute to the school's pursuit of academic excellence.
- d. Facilities and Infrastructure: Facilities and infrastructure are essential in schools, both for improving teaching and learning activities and for other purposes.

Discussion

Based on the research results obtained by the researcher and the efforts made by the school regarding strategic management to improve the quality of education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram, two main aspects are identified: analyzing the implementation of strategic management and the management strategy steps to enhance quality.

1. Implementation of Strategic Management to Enhance the Quality of Education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram

When it comes to improving the quality of education in schools, strategic management is a crucial factor. It is a systematic approach for the responsibility of management, conditioning the organization to a position that ensures it achieves surprising results. A systematic approach to implementing change is crucial in strategic management. Through strategic management, it must be ensured that objectives are met.

In connection with the earlier discussion, the indicator for the application of strategic management is analyzed by examining the concept of strategic management itself. This includes understanding the analysis of the external and internal environment, strategy formulation, strategy implementation, and the evaluation of strategies. Therefore, various indicators are used to determine how strategic management is applied to enhance the quality of education.

The implementation of strategic management and quality improvement is evidently clear. Strategic management is essential to enhance the quality of education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram because education requires strategic management.

In essence, the core of strategic management revolves around making decisions in accordance with the authority of top management. These decisions are based on an analysis of both external and internal factors of the organization or school. In the context of education, a school is considered of high quality when it effectively carries out the teaching processes according to jointly set plans, achieves the planned targets, and meets the expectations of parents, students, government, users of the graduates, whether they continue their studies in higher education or enter the workforce.

2. Management Strategy Steps to Enhance the Quality of Education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram

Several sub-results are discussed, focusing on the analysis of management strategy steps to improve the quality of education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram. Different educational institutions

have their unique strategic policies. In the case of SMA Yayasan Pondok Pesantren Darul Hikmah Mataram, they have their own strategic policies, including the following stages:

a. Development for Improving the Quality of Teachers

In the pursuit of enhancing school quality, the responsibility isn't only on students but also on teachers, especially those who teach at SMA Yayasan Pondok Pesantren Darul Hikmah. They participate in programs to elevate the quality of teachers. Programs include workshops, training, and Musyawarah Guru Mata Pelajaran (MGMP).

b. Promotion of SMA Yayasan Pondok Pesantren Darul Hikmah Mataram

The promotion of SMA Yayasan Pondok Pesantren Darul Hikmah Mataram is similar to the promotion of other schools. It highlights the unique features and strengths of the school and its various departments. Special activities like tahfidz (Quran memorization), Quran reading and writing, and Islamic studies are emphasized to attract students.

c. Special Programs

- 1) Arabic Club: This is a program for rapid learning of the Arabic language in a fun and enjoyable way. It takes place weekly on Fridays, allowing students to practice Arabic conversation with their peers or mentors.
- 2) Tahfidz and Tahsin, Quran Reading and Writing, and Kitab Kuning: These programs are designed to enhance students' knowledge of the Quran and Islamic texts. These programs were introduced starting from the 10th grade and cater to different proficiency levels.

d. Facilities and Infrastructure

Based on the findings, the facilities and infrastructure at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram have significantly improved compared to the early years, especially the first cohort of the school. Currently, the facilities and infrastructure are complete and adequate. Students in the religious program receive good facilities, including spacious classrooms with LCD screens and a wide range of reference materials, ensuring a comfortable learning environment.

Conclusion

Based on the data analysis and previous discussions, the following conclusions can be drawn:

1. Strategic management is a long-standing approach to improving the quality of education with the aim of achieving predefined educational goals as established by the relevant laws. The application of strategic management encompasses internal and external analysis, extending to the evaluation of strategic outcomes to determine the extent of success. Furthermore, it relies on various factors, including adequate facilities, support from the community, and government backing.
2. Quality improvement in education encompasses both the processes and outcomes of education, and these elements mutually influence each other. Assessing the quality of education involves considering various factors such as optimal learning processes, adequate facilities, professionally skilled teachers with diverse abilities, and support from various stakeholders.
3. Based on the discussions, it is evident that there is a significant influence of the application of strategic management on the improvement of educational quality at all levels of education.
4. The management strategy steps taken by SMA Yayasan Pondok Pesantren Darul Hikmah Mataram include efforts to develop a school designed with various elements, such as:
 - a. Enhancing the quality of teachers.
 - b. Promoting the school.
 - c. Implementing special programs like the Arabic Club, Tahfidz and Tahsin, Quran reading and writing, and Islamic studies, along with regular religious activities.
 - d. Improving facilities and infrastructure.

These steps have contributed to an overall improvement in the quality of education at SMA Yayasan Pondok Pesantren Darul Hikmah Mataram, which supports the goal of enhancing educational quality.

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