

Holistic Approach to Strategic Management in Islamic Education

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Abstract:

This study aims to analyze the strategic management of Islamic education through the process of formulation, implementation, monitoring, and evaluation. The methodology used is qualitative research with data collection techniques in the form of in-depth interviews, observations, and document analysis. The results of the study indicate that the process of formulating strategies in Islamic education involves identifying clear visions, missions, and objectives, as well as analyzing the internal and external environment. Implementation of strategies is carried out through the preparation of work programs, allocating resources, and developing an appropriate curriculum. Monitoring and evaluation are carried out periodically to ensure the achievement of objectives and make improvements if necessary. This study concludes that effective strategic management in Islamic education requires careful planning, consistent implementation, and continuous evaluation. The recommendations given include: (1) strengthening the managerial capacity of Islamic education leaders, (2) increasing stakeholder participation in the planning and evaluation process, and (3) developing a management information system that supports appropriate decision making.

Keywords:

Holistic Approach, Strategic Management, Islamic Education, Formulation.



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INTRODUCTION

The rapid development of the era requires people to work harder to improve their knowledge and abilities. One way to improve their abilities is by implementing education. Education is an important aspect of life. Several countries are willing to spend most of their funds to provide educational facilities. Various educational programs have been implemented in order to create superior human resources. However, educational practices in Indonesia have not been implemented optimally. Therefore, improvements need to be made to the education system. Currently, the education system improvement program that is being developed is the implementation of educational management.

Management also places an activity in guiding a group so that a common goal is achieved in an organization that is universally applicable and exists in leadership in various fields of activity or human life (Gosnell et al., 2020). In the process of its implementation, management has special tasks that must be carried out. These special tasks can be called management functions so that in the direction of the organization it starts from determining the direction of the organization in the future, creating organizational activities, encouraging cooperation between fellow members of the organization and supervising activities in achieving goals effectively and efficiently (Kaya & Ceylan,

2014).

Management is the key to moving an organization effectively and efficiently, whether in the industrial world, education, or other sectors (Tiniyyah et al., 2023). In practice, management is not only about organizing, but also involves a series of interrelated steps, such as moving, guiding, and directing each individual or group to achieve common goals (Abidin, 2020). This article focuses on the crucial role of planning in educational management in Madrasah, which is the foundation of all other management functions. With good planning, an educational institution can direct strategic steps in achieving its long-term vision.

Educational management is a system for regulating the implementation of education so that it is in accordance with the desired target (Hitt et al., 2008a). Educational management will regulate various policies in an education system. In order to implement educational management, a strategy known as strategic management is needed (Freeman, 1984a). Strategic educational management directs education implementers so that they produce quality output. With this direction, certain limitations will emerge to prevent unwanted things from happened (Steiss, 2023).

Islamic education is one of the fields of education that is often related to everyday matters. Various sciences about Islam are studied in Islamic education. Islamic education aims to improve human behavior so that it is in accordance with human life guidelines. The implementation of good Islamic education requires superior strategic management (Arar et al., 2023). With the implementation of strategic management of Islamic education, human resources with noble morals will be created. Therefore, it is necessary to study more deeply the material on strategic management of Islamic education. The purpose of this paper is to find out about strategic management, strategic management of Islamic education, and factors that influence strategic management of Islamic education.

METHOD

This research is a type of qualitative research. It's is researching whose results are written in words, not in numbers. This research was conducted at UIN Sulthan Thaha Saifuddin Jambi for six months, starting from July to December 2022. The target/objective in this study is the strategic management of Islamic education that occurs in Indonesia. While the subjects of this research are the implementers of Islamic education. The procedure in the research is to study several sources related to the strategic management of Islamic education in Indonesia, then select and link several of these sources to be used as new arguments from previously existing arguments.

This paper uses the library research method. Library study is a study used in collecting information and data with the help of various materials available in the library such as documents, books, magazines, and historical stories (Creswell, 2021). Library studies can also study various reference books and previous research results of the same type which are useful for obtaining a theoretical basis for the problem to be studied. Literature study also means data collection techniques by reviewing books, literature, notes, and various reports related to the problem to be solved. Meanwhile, according to other experts, literature study is a theoretical study, references and other

scientific literature related to culture, values and norms that develop in the social situation being studied. Data is reality, facts, or materials used to formulate hypotheses (Rzheuskyi et al., 2018). The data sources that are the material for this research are books, journals and internet sites related to strategic management of Islamic education. The data collection technique in this study is through documentation. Documentation is done by looking for data on things or variables in the form of notes, books, papers or articles, and journals.

The data analysis technique used in this study is the content analysis method. This analysis is used to obtain valid inferences and can be re-examined based on its context (Morris & Cahill, 2017). In this analysis, the process of selecting, comparing, combining and sorting various definitions will be carried out until the relevant ones are found. To prevent and overcome human misunderstandings that can occur due to the lack of bibliography writers, inter-library checks are carried out and the supervisor's comments are considered.

RESULT AND DISCUSSION

Strategic Management

Strategic management is the science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals (De Kluyver & Pearce II, 2015). Strategic management is a number of decisions and actions that lead to the formulation of a strategy or a number of effective strategies to help achieve the company's goals. The components of the strategic management process of Islamic education consist of (De Kluyver & Pearce II, 2015):

1. Organizational mission, is a description of the goals in a company.
2. Goals, are something that a company wants to achieve. Usually, the process of formulating goals goes through a long series of processes, so it takes a long time to determine them.
3. Strategy, is a way taken to realize a goal. Usually, people who determine strategies are innovative people because they will be faced with various conditions. The many strategies that are formulated make the competition for various businesses much higher.
4. Policy, is a decision that is useful for directing various management actors so that they do not get away from the goal.
5. Company profile, is the condition of the company, be it finances, employees, and other important components.
5. External environment, are various parties outside the company who participate in the decision-making process.
6. Internal environment, are all elements in a company.
7. Strategy and choice analysis, is a further study of the strategy implemented by considering previously existing deficiencies.
8. Superior strategy, is the most frequently used step in achieving a goal and has been tested before.
9. Functional strategy, is a description of the general strategy that will later be implemented by their respective fields.

Strategic management has several basic elements that must be met, namely (Joyce & Drumaux, 2014):

Table 1. The result of Strategic Management

Aspect	Key Findings	Explanation / Example
Definition of Strategic Management	Formulating, implementing, and evaluating cross-functional decisions to achieve organizational goals	Organizes actions that support the achievement of vision and mission
Components of Strategic Management (De Kluyver & Pearce II, 2015)	1. Organizational mission 2. Goals 3. Strategy 4. Policy 5. Company profile 6. External environment 7. Internal environment 8. Strategy and choice analysis 9. Superior strategy 10. Functional strategy	Determines direction and tools for goal achievement
Basic Elements (Joyce & Drumaux, 2014)	1. Environmental analysis 2. Strategy formulation 3. Strategy implementation 4. Evaluation & control	Environmental analysis → affects structure, culture, HR; strategy implementation → program, budget, procedures
Strategic Management in Islamic Education (Fontaine & Ahmad, 2023)	- Structured: planning, organizing, staffing, supervision - Aim: improve quality of Islamic education - Requires support and cooperation from implementers	Organization has clear structure and tasks; leaders must be selective and competent
Implementation Stages of Strategic Management in Islamic Education	1. Strategy formulation: SWOT, Key Success Factors, vision-mission-core values 2. Strategic planning: strategic objectives, strategy achievement methods 3. Program/Operational plan preparation: long-term work agenda 4. Budget preparation: implementation system & monitoring	Each stage requires careful consideration, member participation, and continuous supervision
Factors Affecting Success	1. Strategy without direction 2. Planning paralysis 3. Over-focus on process	These factors may reduce effectiveness; require mature planning and teamwork
Benefits & Relevance	- Improves organizational performance - Applies Islamic education effectively - Shapes individuals according to Islamic values - Serves as a foundation to face foreign cultures	Islamic education as life guidance, student character formation, and strengthening social values
Implementation Challenges	- Long and complex process - Requires effective leadership (e.g., school principals) - Teacher competence is crucial, especially Islamic education teachers - Risk of failure if planning is not mature	Special strategies are needed to instill Islamic values comprehensively

1. Environmental analysis

Environmental analysis is a method to further explore everything related to the company. This environmental analysis affects the structure, culture, and resources of an organization. Structure is the arrangement of the organization to facilitate communication between human resources. Culture is a pattern, values, certain beliefs that are inherent in an organization. Organizational culture will affect the nature of the human resources that run the organization. Human resources are a group of people who have their respective duties and authorities in running an organization.

2. Strategy formulation

Strategy formulation is the process of compiling a management concept for a long period of time so that the company is more advanced. Strategy formulation aims to minimize threats that can disrupt the management process. Strategy formulation consists of compiling missions, targets, and policies in the company. The mission is a supporting component that runs in accordance with the company's goals. Targets are objects that will be used as achievements of a company's goals. Policies are certain rules that must be implemented by management implementers so that they do not deviate from the goals.

3. Strategy implementation

Strategy implementation is a behavioral process as a result of strategy formulation. Strategy implementation has several stages of the process, namely program development, budget preparation, and procedure preparation. Program development is the steps needed to develop a previously formulated strategy. Budgeting is a statement of company needs that is accompanied by an estimate of the costs required to implement the strategy. The purpose of preparing procedures is to create a standard in the company, so that uniform results are created according to desires.

4. Evaluation and control

Evaluation is a process of reviewing strategic management based on deficiencies in the implementation of the previous period. In the evaluation process, there is a re-arrangement of new strategies to improve the previous strategy. While control is a process to limit the room for movement of management implementers to be in accordance with the plan that has been re-arranged.



Figure 1. The cycle of strategic management in Islamic education

Strategic Management of Islamic Education

Strategic management of Islamic education is a structured activity consisting of planning, organizing, staffing (employees) and supervision in all elements of implementing Islamic education (Fontaine & Ahmad, 2023). Strategic management of Islamic education aims to regulate the process of Islamic education so that it has high quality. Strategic management of Islamic education will run well with the support of management implementers. Good cooperation is needed to realize the main goal. In management there is an organizational structure with their respective tasks, so that each person will focus on their own work. An organization is a group of people who have the same goal. With the existence of an organizational structure, a level of position with different authorities is formed. The ability of people occupying that level must be in accordance with the performance they have, so that before the formation of the organizational structure, a selection must be carried out first.

Strategic management is a system that is used as a unit in having various components that are interrelated and influence each other and move simultaneously in the same direction. This part of Strategic Management science will always respond to the dynamics that occur both from the internal and external environment which will then continue with how to try to adjust until finally the goals that have been set can be implemented or realized properly. The stages in implementing strategic management are (Fontaine & Ahmad, 2023):

1. Strategic formulation

a) SWOT analysis

SWOT analysis is an analysis based on logic to maximize strengths (Strengths) and opportunities (Opportunities) and simultaneously can minimize weaknesses (Weaknesses) and

threats (Threats). Strength is an organizational factor that is beneficial to achieve a goal. Opportunities are factors that come from outside the organization that provide opportunities to develop the company. Weaknesses are factors that come from within the organization that can discuss the shortcomings that exist in a company. Threats are factors from outside the organization that can reduce productivity in a company.

b) Determination of Key Success Factors (FKK)

Key Success Factors (FKK) are factors that can influence the implementation of strategic management in an organization. Key Success Factors can be useful for focusing the strategies implemented in an organization in order to implement the vision and mission effectively and efficiently. Key Success Factors make it easier for organizational leaders to develop strategic management planning. Key Success Factors establish the implementation of strategic management as a bridge between the vision and mission in an organization. - Formulation of vision, mission and core values

Vision, mission, and core values in an organization are used as the basis for implementing all systems running in the organization. Vision is a series of words that contain a meaning as the goal of an organization. It can be said that vision is the future goal of an organization that is written implicitly and formed based on the thoughts and targets to be achieved by the founders of the organization. While the mission is a variety of actions formulated in an organization that are designed to implement the previously established vision. In formulating an organizational mission, many considerations are needed from various factors that can influence strategic management in the organization. The organization's mission is formulated through a series of discussions between members of the organization, so it takes quite a long time.

In addition, the organization's mission must also be in accordance with and in line with the company's vision. In addition to the vision and mission, an organization also has basic values that are used as the foundation in establishing the organization. Basic values are born from the same goals between members of the organization and are absolute. The basic values of an organization are usually passed down to the next generation without any changes as the basis for forming the vision and mission.

2. Strategic planning

a) Strategic objectives

In the strategic planning process, strategic objectives are first formulated. These strategic objectives are useful as a reference in compiling strategic management. These objectives come from the thoughts of the founders of the organization which are formulated together.

b) Strategic objectives

The next process in strategic management planning is the formulation of strategic objectives. The strategic objectives that are formed must be in accordance with the objectives of the

organization. Strategic objectives are an object that is used as an achievement in an organizational goal. - Strategy achievement method. The next process in strategic management planning is the formulation of the strategy achievement method. This method must be in line with the previously set targets while still paying attention to the strategic objectives to be achieved. The method for achieving the expected strategy must consider various factors in order to achieve common goals.

3. Preparation of programs/Operational Plans

The operational plan is an application of the strategic planning that has been set. The operational plan contains a list of work programs that will be implemented in the long term. Therefore, in the implementation of the work program, an activity schedule is needed so that the activities carried out can be arranged properly. The operational plan contains the work program agenda that will be implemented during the period in the organization. Usually the operational plan includes what activities will be carried out when implementing strategic management.

4. Budget preparation

a) Implementation system

The next strategic management process is implementing the previously prepared work program. Implementation of the work program takes quite a long time. The implementation process requires a lot of money, so a budget is needed in implementing strategic management. The budget preparation aims to ensure that the costs incurred to implement the work program can be controlled properly, so that there is no decrease in productivity due to lack of funds.

b) Monitoring system

In implementing the work program, a monitoring system is needed so that its implementation is in accordance with the operational plan that has been made. The monitoring system is carried out by supervising all kinds of activities carried out, including the ongoing financial system. The monitoring system also requires a budget to provide salaries and facilities to the people who supervise it. The monitoring system must continue to run so that there are no obstacles in the implementation of all activities. The monitoring results can identify deficiencies in the ongoing strategic management, so that an evaluation of the activities can be carried out. The evaluation aims to discuss solutions to deficiencies in the implementation of strategic management.

Factors Influencing Strategic Management of Islamic Education

Strategic management in an educational institution is a good strategy in improving the quality of Islamic education. In its implementation, strategic management can fail to improve the quality of Islamic education. Therefore, it is necessary to renew the management system so that it runs better. To determine a new policy, certain considerations are needed so as not to take the wrong steps and not experience a decline in the quality of education. Several factors that influence strategic management of Islamic education are (Ismail et al., 2022; Nurhamzah, 2016):

1. Strategy without direction

In strategic management, there needs to be a strategy that is in line with the goals to be achieved. In addition, educational institutions also need to think about how they can survive with the results they have. Therefore, many considerations are needed in the strategy formulation process. Implementers of educational institutions who tend to misinterpret goals can be an obstacle in the implementation of educational management.

2. Planning paralysis

Planning is the basis of an action to achieve goals. If the planning that is prepared is inadequate, there can be a major shock to educational management in the future. The planning that is made is not only based on one thought, but from various points of view. There are many things that need to be considered in the planning process so that there is no confusion when faced with problems.

3. Too focused on the process

The management implementation process often experiences failure or weakness. Therefore, the management strategy re-arrangement process is usually carried out by the leader. However, often the planning that is prepared does not run better than the previous planning. If the leader focuses too much on the process, then there is a big chance of failure. It could be that the leader ignores things that support management stability and become an added value in the institution.

Based on data collection carried out using documentation techniques, the results were obtained from several references in the form of journals, books, or other research results in the form of reports. These results generally discuss the application of management science in real life. Management is a science that is useful for managing a field or job in life so that it can be arranged in an orderly manner. Strategic management is a systematic activity implementation plan to achieve certain goals. The implementation of systematic strategic management in a company can improve the company's performance results (Arar et al., 2023). Companies need management to regulate the systems in it, so that they will be more structured.

Strategic management can be realized in a company if the company consistently implements everything that has been planned carefully. The planning that is prepared is not just ordinary planning, but requires some testing and consideration in making decisions. Strategic management goes through several processes, namely environmental analysis, planning, implementation, evaluation and supervision. Making strategic management requires a lot of planning, so that if the first plan fails, a backup plan can be used in the next process. Inappropriate strategic management must be proven by activities that have been carried out repeatedly according to previously agreed plans (Hardoko, 2018).

Strategic management can be applied in various fields, one of which is Islamic education. Islamic education is currently very much needed as a foundation for everyone in running their lives. Islamic education can guide humans to a better path (Bahrowi, 2022). Strategic management of

Islamic education is a series of processes that are arranged based on an educational concept that has been planned to regulate the course of Islamic education in an institution (Hitt et al., 2008b).

Strategic management of Islamic education is currently very much needed considering the increasing loss of Islamic values in life (Huang & Rundle-Thiele, 2015). The increasing prevalence of foreign culture makes Indonesian culture increasingly fade, especially in terms of worship. Strategic management of Islamic education is carried out through several stages, namely strategic formulation, strategic planning, program preparation, and budget preparation (Ahmed et al., 2023). The four processes of strategic management of Islamic education must be carried out properly and maturely in order to get maximum results. Strategic management also requires a leader who can coordinate its members so that they do not deviate from the agreed planning (Brennan & Sisk, 2015). Leaders in the scope of education are mostly principals. Teacher competence is also very necessary for the success of strategic management of Islamic education, especially Islamic religious education teachers (Rimarioczy et al., 2017).

The implementation of strategic management of Islamic education is not easy to implement. All of this requires a long process because the desired result is the creation of each individual whose personality is in accordance with Islamic teachings (Freeman, 1984b). The process of instilling Islamic values so that they are inherent in each individual requires a special strategy in order to change the mindset of society. A society based on Islamic values is expected to be a graduation criterion for each school (Steiss, 2023).

Strategic management of Islamic education needs to be implemented in various schools in order to be able to change their education system so that Islamic values are embedded in it (James & Hauli, 2017). These values can later train students not to be fanatical about something, but to be sensitive to other things that need to be resolved in community life (Cassidy, 2016). The success rate of implementing strategic management of Islamic education sometimes decreases. Several factors that can affect the success rate of strategic management of Islamic education are the existence of a strategy without direction, paralysis of planning, and too much focus on the process. All of these factors can occur due to a lack of mature planning and strong teamwork between members, which can reduce the success rate. Therefore, it is necessary to prepare mature strategic management of Islamic education at each stage so that it can be successfully implemented in life.

CONCLUSION

Based on the description above, it can be concluded that strategic management is the science of formulating, implementing, and evaluating cross-functional decisions that enable organizations to achieve their goals. Meanwhile, strategic management of Islamic education is a structured activity consisting of planning, organizing, staffing (employees) and supervision in all elements of implementing Islamic education. In its implementation, there are factors that influence strategic management of Islamic education, including strategies without direction, planning paralysis, and too much focus on the process.

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