

# IMPLEMENTATION OF STRATEGIC MANAGEMENT IN IMPROVING EDUCATIONAL QUALITY; An Analysis of a Thailand Islamic Educational Institution

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**Abstract:** The purpose of this study was to analyze the implementation of strategic management in the management of educational institutions at SD Darul Muhmin School Thailand. This research method uses a qualitative approach with descriptive research methods. The method of collecting information uses interviews, documentation and observation. The respondents in this study were the Principal and Management of the Darul Muhmin School Thailand Foundation. The results showed that the implementation of strategic management in the management of educational institutions at SD Darul Muhmin School Thailand was carried out well, this can be seen from the increasing number of students at SD Darul Muhmin School every year, then the creation of quality, superior, and morally good students in accordance with the vision and mission of SD Darul Muhmin School Thailand. Strategic management implemented at SD Darul Muhmin School Thailand is in the form of learner management, curriculum management, personal management, infrastructure management, and budget management. This research provides recommendations for improving the management of educational institutions, especially Islamic-based.

**Keywords:** Strategic Management, Education Management, Education Quality

**Abstrak:** Tujuan penelitian ini untuk menganalisis implementasi manajemen strategik dalam pengelolaan lembaga pendidikan pada SD Darul Muhmin School Thailand. Metode penelitian ini memakai pendekatan kualitatif dengan metode penelitian deskriptif. Metode pengumpulan informasi memakai wawancara, dokumentasi dan observasi. Responden dalam penelitian ini adalah Kepala Sekolah dan Pengurus Yayasan Darul Muhmin School Thailand. Hasil penelitian menunjukkan bahwa implementasi manajemen strategik dalam pengelolaan lembaga pendidikan pada SD Darul Muhmin School Thailand dilaksanakan secara baik, hal ini dapat dilihat dari bertambahnya jumlah murid di SD Darul Muhmin School setiap tahunnya, kemudian terciptanya murid-murid yang berkualitas, unggul, dan berakhlakul karimah sesuai dengan visi dan misi yang ada pada SD Darul Muhmin School Thailand. Manajemen strategik yang dilaksanakan di SD Darul Muhmin School Thailand ini berbentuk manajemen peserta didik, manajemen kurikulum, manajemen personal, manajemen sarana prasarana, dan manajemen anggaran. Penelitian ini memberikan rekomendasi perbaikan pengelolaan lembaga pendidikan khususnya berbasis keislaman.

**Kata Kunci:** Manajemen Strategik, Manajemen pendidikan, Mutu Pendidikan

## INTRODUCTION

This research is motivated by strategic management to improve the management system of educational institutions at SD Darul Muhmin School Thailand. Schools must formulate a comprehensive education management strategy. SD Darul Muhmin School Thailand implementing strategic management to improve the quality of education requires a leader and manager of an educational institution. As the leader of an educational institution, the principal has a very major role in improving the quality of education.

Strategic management is an art (expertise), method, and science of formulating, implementing, and evaluating and overseeing various functional decisions of organizations (business and non-business) that are constantly influenced by internal and external areas, which keep changing so as to share expertise with the organization to achieve goals in accordance with the expected. The meaning of citizens in ensuring strategic management is very dominant, because it can cause an advantage or even a threat to the Educational Institution (Munandar, 2019).

Strategic management is a series of decisions and actions Management issues that arise in the process of developing and implementing plans to achieve competitive advantage. If we associate this definition with its terminology, then strategic management can also be interpreted as the process of planning,

directing, organizing, and controlling various strategic decisions and actions of a school to achieve competitive advantage (Susanto, 2015).

The rapid development of the times makes people have to do more to improve their knowledge and abilities. One way to improve their ability is through education. Education is an important aspect of life. Some countries are willing to spend most of their funds to provide educational facilities. Implement various educational projects to cultivate high-quality talents. However, the practice of education in Indonesia has not been implemented optimally. Therefore, the education system needs to be improved. Currently, education management is being implemented in the education system improvement plan that is being developed (Budiman, 2021).

Schools have a very important role in producing generations of quality talents in Indonesia and should receive support from the government and all levels of society. Of course, in educational institutions it is necessary to make every effort to increase the potential and quality of education. Schools will function optimally if supported by a planned management system, qualified human resources, good facilities and infrastructure, and appropriate education costs. Seeing the developments that occur and the tight competition, schools need to implement various superior strategies to compete (Mulyasana, 2012).

Strategy implementation is the

process of applying management plans, procedures, budgets and forms of strategy to develop strategies in the form of action. Vision is to explain the process of a series of planning activities. Setting goals and missions of formal schools is the reason for the existence of an institution (Abin, 2017). The vision of Darul Muhmin Thai School will be a quality school with excellence in activities, management, qualified teachers and students, and an Islamic atmosphere and following the Sunnah of the Prophet. The mission is to produce students who are proactive, intelligent, creative, innovative, outstanding, outstanding, and noble. At the same time, Darul Muhmin School Thailand has formulated priority development strategies, namely improving the human resources of teaching staff and improving the quality of students.

From some of the definitions above, the author can draw the following conclusions: The curriculum is a series of plans and arrangements for the overall structure of education such as goals, content, teaching materials, etc., which serve as guidelines for the implementation of learning and the process of achieving educational or school goals, and are implemented inside and outside the school classroom. Student experience and the range of subjects taught to students to achieve their goals. education can achieve it (Iskandar, 2017). The benefits of implementing strategic management at SD Darul Muhmin School

Thailand to implement school organizations such as extracurricular activities where students and students can develop their talents and make students and students become confident, intelligent and superior.

Strategic management at SD Darul Muhmin School Thailand based on the results of observations shows that strategic management at SD Darul Muhmin School Thailand is carried out through student management because there are several students and students who have talents and interests that must be supported by the school, therefore the principal should hold a meeting for all teachers to discuss activity plans and strategies, in order to help students and students channel their talents and interests through extracurricular activities or trainings to develop soft skills of students and students and can support quality and can create outstanding students and students.

Isra Hayati, said that trying to improve employee performance, among others: By considering the ability of employees to work. Employees are very important social beings for every company. They become planners and controllers who always play an active role in the process of achieving company goals.

Current situation: Most schools only carry out superficial education in education: the cognitive dimension (only memory), the skill dimension (mechanical), the value dimension is ignored without going deep, and the

relational dimension (the field of interaction) is not explored. In fact, a quality school should be able to develop the cognitive dimension (acquisition of knowledge based on students' talents and interests) (Khorl, 2016).

There is also the purpose of the author examining the implementation of strategic management at SD Darul Muhmin School Thailand to find out the strategic management pattern in the management of SD Darul Muhmin School Thailand to improve quality, teacher professionalism that must be improved, human resource management and implementation of graduate standards. In this study, the authors are interested in conducting research on strategic management in the management of educational institutions at SD Darul Muhmin School Thailand and what are the inhibiting factors in implementing this strategic management.

## **METHOD**

This research uses a qualitative approach with a descriptive research method which is one of the procedures that clearly describes the state of the object of research conducted, and describes the variables or circumstances in the field in a particular situation. The method of collecting information uses interviews, documentation and observation. Syahrul Amsari, said that "Observation is a research technique that requires observation by researchers either directly or indirectly of the object of

research". The method of analyzing information with the stages of strategic management which consists of 3 sessions, namely: Strategy Formulation, Strategy Implementation and Strategy Assessment. This research has been carried out in August 2023 at Darul Muhmin School Thailand. The main subjects or respondents in this study were the Head of the Foundation, Principal, and Teachers at Darul Muhmin School Thailand. In this study, researchers concentrated on the implementation of strategic management in the management of educational institutions at Darul Muhmin School Thailand.

## **RESULTS AND DISCUSSION**

### **Application of Strategic Management in the Management of Educational Institutions**

Strategic management is a method of controlling an organization effectively and efficiently, up to frontline implementation to achieve the desired goals. Strategic management targets according to Akdon (2017: 79) state that the objectives of strategic management are to improve organizational quality, disbursement efficiency, resource utilization, project evaluation quality, and performance monitoring and reporting quality. There are 3 components of strategic management in the management of educational institutions at SD Darul Muhmin School Thailand which can be described as follows:

#### a. Strategic formulation

SD Darul Muhmin School Thailand

formulates strategic management of educational institutions through formulating the vision, mission, goals and objectives of organizing education at SD Darul Muhmin School Thailand. The vision and mission of SD Darul Muhmin School Thailand are as follows: The vision of SD Darul Muhmin School Thailand will be a quality school with excellence in activities, management, quality teachers and students, and an Islamic atmosphere and following the Sunnah of the Prophet. The mission is to produce students who are proactive, intelligent, creative, innovative, outstanding, accomplished, and have noble character. At the same time, Darul Muhmin School has formulated priority development strategies, namely improving the human resources of teaching staff and improving the quality of students.

b. Strategic implementation

Strategic management at Darul Muhmin School Thailand is implemented through the implementation of Strategic Management at Darul Muhmin School Thailand. The first strategy is implemented through school management by dividing the responsibilities of teaching staff according to their responsibilities. Management is built through good planning and good teamwork to realize a quality school. Strategic

management implemented at SD Darul Muhmin School Thailand is in the form of learner management, curriculum management, personal management, infrastructure management, and budget management.

c. Strategic assessment

Evaluation of the strategic management of SD Darul Muhmin School Thailand, which is related to the strategic implementation to create a good school quality, the first stage is supervision. Evaluation of strategic management is carried out by the school on an ongoing basis and is carried out every time there is a development in SD Darul Muhmin School Thailand.

From the description above, it can be concluded that strategic management contains at least four main principles of management, namely, implementation, application and evaluation. The implementation data of strategic management at SD Darul Muhmin School Thailand is the vision and mission formulated jointly by the principal, foundation and teaching staff to build a quality and noble school. The vision and mission of SD Darul Muhmin School Thailand are as follows: The vision of SD Darul Muhmin School Thailand will be a quality school with excellence in activities, management, quality teachers and students, and an Islamic atmosphere and following the Sunnah of the Prophet. The mission is to produce students who are proactive, intelligent, creative, innovative,

outstanding, accomplished, and have noble character. At the same time, Darul Muhmin School has formulated priority development strategies, namely improving the human resources of teaching staff and improving the quality of students.

Hasrian Rudy Setiawan, said that "In the world of education, teachers are those who convey knowledge to students. the meaning of the definition of teacher is very broad, including education, conveying knowledge, giving examples, directing, The goal is to make students smart, change yourself and be better. Because he is a teacher requires professional execution of his duties as an educator .

Implementing strategies to achieve good management of educational institutions in SD Darul Muhmin School Thailand implements a strategic plan that has been formulated previously. Do it gradually strategic implementation can be said to involve all elements of the school whether strategic implementation is a phase that requires neat and orderly coordination, so that the strategy that has been set can be implemented properly. Strategies implemented by SD Darul Muhmin School in Thailand include the following:

At SD Darul Muhmin School in Thailand, strategic management is realized through the establishment of vision, mission, and goals. The school focuses on a comprehensive review of both the internal and external

environment, involving the participation of various stakeholders. The school's vision, mission and goals are customized to meet the specific needs of students. The education staff, consisting of 80% graduates and 20% alumni of pesantren, creates a religious atmosphere in the elementary school environment. The curriculum, which is derived from the teachings of the Quran and Hadith, aims to foster students' faith and devotion through their learning experiences. The implementation of activities involves the collaboration of internal and external stakeholders, ensuring optimal program implementation to achieve the desired level of quality. Evaluation is conducted based on the basic competencies of all subjects at SD Darul Muhmin School Thailand, so that eligible students can continue their education at the junior high school (SMP) of their choice.

Strategies implemented by SD Darul Muhmin School Thailand are the principal being a role model, building character in teachers and employees, providing training to teachers and employees, selecting teachers and employees, conducting cadre for teachers and employees, directing the functions and duties of teachers and employees, accelerating the physical development of schools, improving the quality of students through extracurricular activities and finding the right figure to create a quality educational institution.

The implementation of this strategy aims to create a quality school and is

beneficial to the school, because if seen further, the strategy is a strategy that can be used in schools and can benefit the school as a whole such as to improve school education management, improve the quality of education, and build a positive atmosphere and culture in schools and shape the character of students.

### **The urgency of implementing strategic management**

Strategic management makes organizations more proactive Creative in shaping the future of the organization itself, Strategic management allows an organization to initiate and influence its activities and, at its peak, use them to achieve its goals Control its way of life. (Sujadi, 2011).

Researchers believe the most important benefit of strategic management at SD Darul Muhmin School Thailand is that it helps school organizations develop multiple strategies using a more systematic, logical and reasonable approach to rationalize alternative strategies. SD Darul Muhmin School Thailand uses strategic management to make more effective and targeted decisions when managing educational institutions, can formulate strategies, implement strategies and evaluate strategies. However, strategic management does not guarantee success and can be detrimental if applied carelessly and disorganized.

Strategic management in SD Darul

Muhmin School Thailand management of Basic Education Institutions in Thailand makes it easier for the school to make the right decisions to achieve the school plan to achieve the goals of SD Darul Muhmin School Thailand. Strategic management of educational institution management provides a reference for improving school quality. To implement strategic management and create quality management of educational institutions, we must set a vision and mission according to school goals, formulate a good vision and mission according to educational standards, and keep up with the times. By using strategic management, SD Darul Muhmin School Thailand can easily manage and manage the school.

### **Supporting Factors of Strategic Management Implementation**

After classifying the supporting factors from the research findings, appropriate strategic management is developed to improve the management of educational institutions in SD Darul Muhmin School Thailand. Comprehensive school management is needed to develop self-awareness in teaching and education of teachers and employees in every activity where religious nuances exist in the educational environment, it is necessary to conduct an environmental review of the development of education in the surrounding environment through internal review and external review. Involving internal and external stakeholders in the process of developing

the vision, mission and goals of SD Darul Muhmin School Thailand as well as in the implementation of activities.

### **Barriers to strategic management implementation**

During the strategic evaluation phase, one can understand the effectiveness of the strategy, its weaknesses, and obstacles in its implementation. Based on the results of the strategic assessment, it can be concluded whether the strategic implementation is in accordance with the predetermined plan or not. The policy is the right policy or strategic changes are needed.

There are several obstacles that are a challenge for SD Darul Muhmin School Thailand, namely that it still needs to be improved in the procurement of facilities and infrastructure, it still needs to be improved training on digitalization to answer today's technological challenges, it still needs to increase a sense of responsibility, a sense of belonging and awareness of the school organization, there is still a need for cadre for teachers and employees so that teachers and employees have an authoritative character, and are able to carry out the assigned tasks and functions. Therefore, the principal always tries to improve strategic management in the management of educational institutions of SD Darul Muhmin School Thailand.

### **CONCLUSION**

Based on the above discussion, it can be concluded that the implementation of

strategic management that has been implemented is an approach used to control an organization effectively and efficiently in order to achieve the desired goals. The implementation of strategic management in SD Darul Muhmin School Thailand considers various factors, ranging from the management of teaching staff according to their respective responsibilities to aspects such as planning, teamwork, learner management, curriculum, personnel, infrastructure, and budget. The first strategy implemented is school management by dividing teaching staff responsibilities according to their fields, which is the basis for good management. The strategic management applied also includes the management of students, curriculum, personnel, infrastructure and budget. Through the classification of supporting factors from the research results, strategic management is outlined that is suitable for improving the management of educational institutions in SD Darul Muhmin School Thailand. The development of self-awareness in teaching and education of teachers and staff, as well as environmental review of surrounding educational developments, are integral parts of comprehensive school management. Involve both internal and external stakeholders in the development of the school's vision, mission and goals and in the implementation of activities. There are several obstacles faced, including the need to improve facilities and infrastructure,



digitalization training, increasing the sense of belonging to the school organization, teacher and staff cadre, and increasing responsibility and awareness of assigned tasks and functions. The principal continues to strive to improve strategic management in the management of educational institutions in SD Darul Muhmin School Thailand.

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