



## Implementation of Strategic Management at Ibnussabil Santan Tengah Islamic Boarding School

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### Abstract

*The strategic management of the Ibnussabil Islamic boarding school is the primary reference for making programs. For that, continue to grow and develop. So the purpose of this study is to provide an overview of strategic management in this Islamic boarding school, especially its implementation. The research method used is qualitative descriptive with data collection techniques in interviews with specific samples, observations, and documentation studies. From research, it is known that the formulation of strategies is carried out before the Islamic boarding school runs and is carried out by the leaders themselves, without involving other people. The implementation of the system has gone well but still needs to be improved with evaluation because there are still shortcomings. One of the drawbacks is that some programs are not implemented due to funding constraints or unsupportive costs.*

**Keywords:** *implementation, strategic management, Islamic boarding school*

### Introduction

Islamic boarding schools are Indonesia's oldest Islamic educational institutions that have received recognition from people in rural areas at the beginning of the emergence of Islamic boarding schools that were *salafy* or traditional that specifically taught Islam as a guide to life [1].

Islamic boarding schools are part of the culture of Indonesian society. Islamic boarding schools are one of the Islamic educational institutions with characteristics and uniqueness that have played a significant role in educating the nation that has been passed down endlessly [2]. Islamic Boarding School played an essential role in educating the country during the colonial period. Not even a few Kiyai and Islamic boarding school students participated in the struggle against the colonial. It is a center of study that has survived to this day [3].

The existence of Islamic boarding schools in all situations and conditions is sure that they will survive with all their limitations [4]. Likewise, all elements in the Islamic boarding school range from *Kiyai*, teachers (*asatidzah*), and students who never stop to serve for the sustainability of the Islamic boarding school. It cannot be measured by modern standards, i.e., by the scale of matter [5].

Along with the development of science, knowledge sourced from the West has influenced Islamic boarding schools, both from the curriculum and management [6]. Indirectly, Islamic boarding schools have applied management science even though the perpetrators have never studied management science theoretically, as Westerners do, and have even conducted research related to management. So the terms used by management actors in

Islamic boarding schools differ from those used by management experts from the West. Especially the science of strategic management becomes unique when the science is seen from the perspective of the Islamic boarding school, which is related to how the implementation of strategic management in Islamic boarding schools.

The Ibnussabil Islamic boarding school, domiciled in Santan Tengah village, Marangkayu district, Kutai Kartanegara regency, has been running for nine years with a vision, mission, and goals. Ibnussabil Islamic Boarding School is the first hut in the village of Santan Tengah devoted to female students. He made Arabic the language of instruction in teaching and learning activities and the daily language of students. The hut, which in its movement is like a modern hut, also makes the teaching of tahfidz al-Qur'an superior. Until the writing of this article, as many as seven students have completed memorizing 30 juz in this Islamic boarding school. Another unique thing is that students are free of charge or free.

From the brief description above about the Ibnussabil Islamic boarding school, it is exciting to be examined, especially the management strategies that have been applied. How is the plan formulated at the cottage? How is the implementation of the system in it? And how is the evaluation done?

### **Method**

This method uses Qualitative Research Using a Descriptive Approach [7]. Data collection methods by observation, interviews, and dokemetasi studies by making leaders independent data sources. Data obtained is analyzed by data reduction, display, and conclusion techniques. At the end of the study was then validated with triangulation methods. Data triangulation refers to more data collection triangulation. Data obtained by observation are tested for validity by

interviews with leaders or matched with existing documentation.

## **Results and Discussion**

### **Strategic Management Process**

The series of actions in strategic management is also called the internal process in strategic management. The series of steps in strategic direction has three stages. Namely: formulation, implementation, and evaluation [8].

#### **1. Strategy formulation**

This means formulating the vision and mission, introducing and determining opportunities and threats, determining strengths and weaknesses from internal institutions, determining long-term programs, developing alternative strategies, and selecting specific strategies to implement.

#### **2. Strategy implementation**

This means maximizing the human resources of the institution's members to implement previously agreed strategies in the form of action. This stage is the most challenging, but if done with strong commitment, high discipline, and endless sacrifices, it will facilitate the implementation of the strategy.

Strategy implementation is not only limited to moving members to implement the strategy that has been formulated, but it also includes developing organizational culture, making a good organization, managing financial budgets, using information systems, and creating a flow of employee income relations with corporate achievements.

#### **3. Strategy evaluation**

It is a facility to find out whether the strategy implementation has gone well or not. This is still mandatory even though the strategy formulation has been done well and performance has run as expected at the beginning of the strategy. This is due to changing external and internal factors. Three main things must be done in strategy evaluation: analyzing external and internal

factors that are the foundation of strategy preparation, measuring performance capabilities, and taking actions that provide improvement.

These three strategic management processes must be applied at every organizational level. Maximizing communication and interaction among superiors or leaders of the organization and employees or employees at all levels of the organization can increase the strategy's success. Inviting organizational members to be involved is not easy in the strategic management process. Still, a manager or leader must be able to include members to be active in bringing out organizational effectiveness and excellence.

### Islamic Boarding School

Traditional Indonesian educational institutions that are more specialized in teaching Islam get recognition from the surrounding community, where students live in dormitories. The teaching system in it is with the method of recitation or in the form of a madrasah. The highest leadership in Islamic boarding schools is in kiyai, who are independent and charismatic.

The illustration of an Islamic boarding school is depicted with a *boarding school* that has a community consisting of a leader with a kiyai, accompanied by several teachers (*asatidzah*) who live together with students with a mosque as a center of religious worship activities. In modern times, Islamic boarding schools have school buildings, classes for teaching and learning activities, and dormitories as student residences.

Other facilities in the form of sports facilities, skills and arts facilities, laboratories, student cooperatives, and others support it. The 24-hour cycle of life with Islamic nuances runs in it, living together between *Kiyai*, caregivers, teachers, and students as family ties even from diverse regions [1].

The above understanding is in line with the decision of the Director General of Islamic Education number: 5877 of 2014, concerning guidelines for operational permits for Islamic Boarding School, one of which must meet five elements of the cottage consisting of; 1) Kiyai or leaders must be educated at Islamic boarding schools or alums of Islamic boarding schools; 2) students who live in a dormitory of at least 15 people; 3) have dormitories; 4) have a mosque or musholla and 5) have a study of the yellow book or Islamic religious material (*dish islamiyyah*) in the form of *mu'allimin*.

The Minister of Religious Affairs of the Republic of Indonesia, in regulation number 3 of 1979, divides the types of Islamic Boarding School into empty [5], namely:

1. Type A, namely Islamic Boarding School, whose students live in dormitories in the Islamic Boarding School environment with a learning system using traditional methods or *Sorogan*. This type of Islamic Boarding School is the type of Islamic Boarding School that first appeared before other types appeared and is still competing today.
2. Type B is the same Islamic Boarding School as type B but different in its classical learning method or carried out in classes by *Kiyai* and teachers who have been arranged in the form of schedules.
3. Type C, this type is the same as the previous types. Still, the difference also exists in the learning, namely students studying in madrasahs or schools that are affordable and not under the auspices of Islamic Boarding School. Kiyai and Islamic Boarding School teachers only focus on building the character of Islamic education or the Qur'an that is not found outside.
4. Type D, this type of Islamic Boarding School is the same as type C. It's just that the school or madrasah is under the auspices of the Islamic boarding school and is managed by the Islamic boarding school.

The Ibnussabil Santan Tengah Islamic boarding school, which is the object of research, is a type B Islamic boarding school. Ibnussabil Islamic Boarding School requires its students to live in student dormitories, which is one of the requirements to be accepted in this Islamic boarding school, even though the walls of the students' houses are directly adjacent to the walls of the cottage dormitories. I am learning in the form of classics that have been arranged and scheduled. Classes are based on the year of entry to the lodge and the student's knowledge, which have been determined by the subject matter and teaching teachers by the director of the madrasah.

The Ibnussabil Islamic boarding school is located on the border of the Marangkayu sub-district and Bontang City. Precisely on Jalan Adam Malik, Santan Tengah Village, RT 09, Marangkayu District, Kutai Kartanegara Regency.

### Strategy Formulation in Islamic Boarding Schools

The first stage of strategic management is the formulation or formulation of strategies related to growing and developing the vision and analyzing the environment that can support the proper decision-making so that the approach taken also hits the target [9]. The stages are:

#### 1. Vision Formulation and Mission Development

The formulation of the vision and development of the current mission is carried out by all stakeholders of the Islamic Boarding School, both internal and external parties. External parties need to be presented as a benchmark for determining the vision and mission because they are the ones who will become customers or guardians of students. They will also use Islamic boarding school products, namely the work of their alumni amid the community someday, to need to be

included in the formulation and to listen and consider the needs of customers, in this case, guardians and the community [8].

Vision is a short, perfect sentence that hints at the ultimate goal of one Islamic Boarding School, which is universal and valid for all time. At the same time, the mission is the positioning of concrete steps that will be taken to achieve the vision for the future or at that time. Then, we will see the differences and characteristics between one Islamic boarding school and another from the vision [9].

The vision and mission of Ibnussabil Islamic Boarding School Santan Tengah [10], namely: "As an educational institution that produces cadres of community leaders, it becomes a place of worship to study and become a source of knowledge of the Qur'an and Islam while still having a Islamic Boarding School spirit." As for the mission, it is as follows:

1. Forming a superior generation towards the formation of *khairu ummah*.
2. We are educating and developing a generation of Muslim believers who are safe-hearted, virtuous, non-disabled, knowledgeable, and free-thinking and serving the community.
3. I am teaching *recitation of the Qur'an, tahfidzul-Qur'an, Arabic, and Islam* in a balanced manner to create a generation of *Qur'an*.
  - a. I realize citizens with Indonesian personalities believe and fear Allah SWT.

#### 1. Environmental analysis

Environmental analysis is done by identifying various opportunities and threats originating from outside the Islamic boarding school (*external*), as well as determining strengths and weaknesses from within the Islamic boarding school (*internal*) [11]. Strategy formulation includes environmental analysis which is often referred to by the abbreviation SWOT

analysis (Strength, Weakness, Opportunities, and Threats) [12].

With the environmental analysis that has been done, we will get to know the strengths and weaknesses of Islamic boarding schools, and we will also know the various opportunities and threats as a provision to move on to the next stage, namely determining the strategy to be taken.

This research found that before formulating the vision, mission, and goals, one of the founders first conducted a SWOT analysis. From the SWOT analysis results, an idea, mission, and plans are achieved, which are then discussed with the founder and prospective caregivers.

The SWOT analysis carried out is as follows:

**Table 1.** SWOT Analysis

<b>Strength</b>	<b>Debilitation</b>
1. The prospective caregiver is an alumnus of Modern Darussalam Gontor	1. The source of funds is still limited to the founder.
2. There is a dormitory with nine rooms and two bathrooms	2. People's income is still classified as middle to lower or more at the lower level.
3. There is a waqf area of 3 hectares	
4. The founder is ready to authorize the operational fund.	
<b>Chance</b>	<b>Challenge</b>
1. Many students who	1. The possibility of the emergence

graduated from TPA did not continue their Quranic education.	of other cottage competitors who follow the Ibnussabil Islamic Boarding School system.
2. The public's interest in sending their children to Islamic Boarding School is quite strong.	2. Parents who do not understand the vision, mission, goals, values, systems, and philosophy of Islamic Boarding School.
3. The position of Islamic is near a large company PT. IMM and PT. PAMA	

### 1. Determination of the primary strategy

Setting targets first is the main foundation for determining strategies in Islamic boarding schools. Some methods that have been implemented at the Ibnussabil Santan Tengah Islamic Boarding School include:

1. Allocate more time to the Qur'an than any other subject matter.
2. Cottage life in all its totality becomes a medium of learning and education.
3. Community-based education: everything that students and residents of the lodge hear, see, feel, do, and experience is intended to achieve educational goals.
4. They are making everything experienced in the lodge "*a process towards the mercy of Allah SWT with a saved heart.*"

### Strategy Implementation in Islamic Boarding Schools

Strategy implementation in Islamic boarding schools is an effort to implement strategies and policies into existence in tangible form with intermediaries for the

development of programs, budgets, costs, and procedures [13].

Suppose the implementation of the strategy has been carried out in the form of a program that produces clearly scheduled activities, both daily, weekly, monthly, even yearly and gets a proxy of sufficient resources and budget resources, also supported by procedures that explain in detail how the strategy is carried out. In that case, implementing the system will inevitably achieve the desired goals or objectives [12].

### 1. Program

Various programs can be applied in Islamic boarding schools, depending on the predetermined goals that will give birth to strategies. With different goals and plans, other programs will be born. So each cottage, even though it is the same type, has several programs.

Of the many programs in Islamic boarding schools, there are three programs that most Islamic boarding schools apply: intracurricular programs, extracurricular programs, and specialization programs (*takhassus*). Intracurricular programs related to teaching are compulsory teaching carried out in classical or mass form, traditional or *Sorogan*. The extracurricular program is a program that is deliberately held to support intracurricular programs to maximize the competence and skills of students.

The extracurricular program covers the fields of; arts, skills, and sports. At the same time, the specialization program is held at the discretion of the leadership or *kiyai*, based on observation and evaluation to improve the quality of education in Islamic boarding schools. Examples of specialization programs are the *tahfidz* program, the yellow book program for others other than Salafi or traditional huts, and the basic specialization program for students who cannot read the Qur'an correctly and adequately [9].

Table 2. Weekly Activities

DAY	TIME	ACTIVITIES
Saturday	Noon	Scout
	After ashar	Hadroh course
Sunday	After ashar	Special forces scouts
	After maghrib	Tilawah
Monday	One day	Monday sunnah fasting
	After Ashar	English courses
	After Isya	Arabic speech practice
Tuesday	After ashar	Tilawah
Wednes day	After ashar	Agricultural and animal husbandry training
	After maghrib	Tilawah
Thursda y	One day	Thursday sunnah fasting
	After ashar	Skinny calligraphy
	After isya	Indonesian speech practice
Friday	After dawn	Muhadatsah
	Morning	Samp/ run morning
	Morning	Agricultural and animal husbandry training
	Morning	General cleaning
	After magirb	Weekly evaluations

Likewise, the Ibnussabil Islamic Boarding School also has three programs, namely intracurricular, extracurricular, and special programs. The intracurricular program is conducted in the classroom from 09.00 am to 12.20 pm. This program

includes Arabic language teaching, Islamic religious education, and tarbiyah. The extracurricular program is carried out after the Ashar prayer until it is completed. This program is better known as a course. The program consists of Arabic speech practice, English speech practice, a calligraphy course, an English course, a Qur'an reading art course, a *hadrah* course, and a particular scout course. At the same time, the unique program is the Tahfidz program.

The program then born several activities, among them: daily activities, weekly activities, monthly activities, and annual activities. One example of the day-to-day activities of the Central Santan Ibnussabil Islamic Boarding School is in Table 01 and weekly activities in Table 02, while yearly activities are activities carried out once a year, such as introductory weeks, Eid al-Adha and Qurban, *Khotaman*, and judiciary and others [10].

## 2. Cost budget

The cost budget translates Islamic boarding school programs in detail in rupiah or dollars. The translation of programs in rupiah is used at all management stages, starting from planning, control, or evaluation [13].

The budget for running programs in one month at the Ibnussabil Islamic Boarding School is approximately Rp 17,300,000,-. The fund includes teacher salaries or, in this cottage, better known as "welfare / *Ihsan*," shopping for student and teacher kitchens, electricity, and others.

## 3. Procedure or Standard Operating Procedure (SOP)

Procedure or Standard Operating procedure (SOP) is a program detail containing guidelines or steps for the organization to achieve goals.

SOPs in Islamic boarding schools are often called rules of conduct which are guidelines used to regulate all activities and activities in them, and at this moment, also become the basis for ensuring that all

activities that have been designed run well as expected [9]. Unwittingly, SOPs interpret the various actions that must be completed to complete a program [12]. SOPs at Ibnussabil Islamic boarding school, such as SOPs for visiting parents or guardians, SOPs for dressing, SOPs for teaching and learning, SOPs for permitting others to leave the cottage, SOPs for leaving class, SOPs for punishing students and others [9].

Below are the SOPs or rules of conduct regarding naming and dressing at the Ibnussabil Islamic Boarding School [10]:

1. Look like a woman (feminine).
2. Going to the mosque to perform *fardhu* prayers, students must bring the Qur'an and prayer mat during Maghreb and Fajr prayers. The time of isya, dhuhr and ashar is sunnah.
3. Wearing levis jeans or pants with many pockets is not allowed.
4. It is required to have buckets, dippers, toiletries, and hangers.
5. Plisket skirts are prohibited.
6. It is required to have powder, hand body, perfume, and comb.
7. It is forbidden to use excessive cosmetics (night cream, day cream, skincare, mascara, eyeliner, etc.)
8. It is allowed to wear colorless and not excessive lip sheets.
9. Wearing the cilla' (bugis) eye is allowed, but it is not used on the eyebrows.
10. Do not bring and wear tight and thin clothes or clothes that have rubber waist or jersey.
11. It is forbidden to wear any decorations except earrings.
12. Wear a brooch that is not big and not small.
13. The hair should cover the neck at a minimum and a maximum of an inch from the channel.
14. No trousers allowed except legging, sleeping pants, and training.
15. No tide (*bergo*) veil is allowed except for the cottage uniform sports veil.

### Strategy Evaluation in Islamic Boarding Schools

Strategy evaluation is when the highest manager ensures that the strategy he has determined achieves the goal or does not achieve the purpose well. It becomes vital for a manager or leader to know in detail whether or not the system is working well. Then an evaluation is an attempt to find out the information.

With the presence of internal and external factors, the strategy can be changed according to needs based on the evaluation that has been carried out. There are three activities to evaluate a plan: First, it reviews the external and internal factors that are the basis for the current strategy. Second, measure performance. Third, take corrective or corrective action [14].

Islamic boarding schools conduct program evaluations and result evaluations. Program evaluation determines whether the program is worth continuing, revising, or replacing. This evaluation applies to all programs in Islamic boarding schools and is carried out by the leadership or *Kiyai*. The review of the results is intended to determine the level of achievement of student abilities and is carried out by teachers or *asatidzah* [8].

Evaluation of strategies in ibnussabil Islamic boarding schools based on the procurement time is of many kinds. Some are done daily to evaluate teaching and learning activities in class and tahfidz activities. There is also a weekly evaluation every Thursday night and Friday, in this weekly evaluation which is the delivery of modern cottages, and the assessment of all activities and programs that have been running for the past week.

There are also evaluations every month, every semester, and every year. There is also a contemporary evaluation, which is carried out after the activity where the activity is only carried out once a year,

as is the case; Art performance activities, *qurban* committee activities, evaluation of the committee for changing organizational management, and others [9].

### Conclusion

Ibnussabil Islamic Boarding School Santan Tengah is a boarding school classified as type B, where students live in dormitories provided by the boarding school, and teaching is held in classical form with a specific schedule. This lodge has formulated strategies according to theory, but the formulation of vision, mission, and goals does not involve others but is developed by its leadership.

In addition, the leader had also conducted a SWOT analysis even though he did not know the wife at that time. Still, in practice, the analysis focused on internal related strengths and weaknesses, as well as external opportunities and threats.

The strategy's implementation has been carried out according to the flow of programs, funds, and SOPs. However, there are still shortcomings and weaknesses that continue to be improved in the form of evaluation. Some programs are not run because inadequate funds constrain them. The review consists of daily, weekly, semester, and annual assessments, but there are also contemporary evaluations. Of all the evaluations available, weekly inspections are the most intensive. Even all teachers are required to attend the review. This evaluation is often called "*kemisan*" because it is carried out on Thursday or Friday after *Isya* prayers.

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