



## Management and Entrepreneurship Strategy to Improve the Competitiveness of Early Childhood Education Institutions at BA Banyuaeng

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### Abstrak

Pendidikan Anak Usia Dini (PAUD) memiliki peran strategis dalam membangun fondasi pendidikan dan karakter anak. Namun, meningkatnya persaingan antar lembaga PAUD serta tuntutan kualitas layanan yang lebih baik menjadi tantangan tersendiri. Penelitian ini bertujuan untuk menganalisis dan merumuskan strategi manajemen serta kewirausahaan yang efektif dalam meningkatkan daya saing lembaga PAUD. Pendekatan penelitian ini menggunakan metode kualitatif dengan studi kasus di BA Banyuaeng. Hasil penelitian menunjukkan bahwa integrasi antara manajemen yang terstruktur dan penerapan strategi kewirausahaan, seperti diversifikasi layanan, pengelolaan sumber daya berbasis inovasi, serta penguatan branding lembaga, dapat meningkatkan kualitas layanan dan keberlanjutan operasional lembaga PAUD BA Banyuaeng. Selain itu, kolaborasi dengan komunitas, pemanfaatan teknologi digital, dan pengembangan program berbasis kebutuhan masyarakat menjadi faktor pendukung yang signifikan. Penelitian ini merekomendasikan pentingnya pelatihan manajemen bagi pengelola PAUD BA Banyuaeng serta penguatan jiwa kewirausahaan sebagai bagian dari upaya strategis untuk menghadapi persaingan. Dengan strategi yang tepat, lembaga PAUD BA Banyuaeng dapat meningkatkan daya saingnya dalam kualitas layanan.

**Kata Kunci:** Strategi Manajemen, Kewirausahaan, Daya Saing

### Abstract

Early Childhood Education (PAUD) has a strategic role in building the foundation of children's education and character. However, the increasing competition between PAUD institutions and the demand for better service quality are challenges in themselves. This research aims to analyze and formulate effective management and entrepreneurship strategies in increasing the competitiveness of early childhood education institutions. This research approach uses a qualitative method with a case study at BA Banyuaeng. The results of the study show that the integration between structured management and the implementation of entrepreneurial strategies, such as service diversification, innovation-based resource management, and strengthening institutional branding, can improve the quality of services and operational sustainability of PAUD BA Banyuaeng. In addition, collaboration with the community, the use of digital technology, and the development of programs based on community needs are significant supporting factors. This study recommends the importance of management training for PAUD BA Banyuaeng managers as well as strengthening the entrepreneurial spirit as part of strategic efforts to face competition. With the right strategy, the PAUD BA Banyuaeng institution can increase its competitiveness in service quality.

**Keywords:** *Management Strategy, Entrepreneurship, Competitiveness*  
**Introduction**

Early Childhood Education (PAUD) has a very important role in shaping children's character, intelligence, and potential from an early age. This period is the main foundation for the physical, emotional, social, and intellectual development of children, which will determine the quality of human resources in the future. Indonesian people's awareness of the importance of early childhood education continues to increase, as evidenced by the increasing number of early childhood education institutions and the need for quality education services. However, in the midst of this growth, many early childhood education institutions face significant challenges in terms of management, service innovation, and operational sustainability.

BA Banyuaeng, as one of the PAUD institutions that has tried to provide the best educational services, also faces the same challenges. Competition between early childhood education institutions is getting tighter along with the increasing number of institutions that offer similar services. On the other hand, public demands for quality education services are getting higher, including in the aspects of facilities, curriculum, educators, and transparent and professional management. This condition is a challenge for BA Banyuaeng to remain relevant and competitive in the midst of developing dynamics.

One of the main challenges is the reliance on government subsidies and public donations, which tend to be unstable. This makes BA Banyuaeng need a more innovative and independent sustainability strategy. In this context, the implementation of professional management is very important to ensure effective and efficient resource management. Professional

management not only focuses on the management of educators, curriculum, and facilities, but also includes strategic planning, implementation, supervision, and evaluation to achieve the institution's goals optimally.

In addition, an entrepreneurial approach is also the key to supporting the sustainability of the institution. Through service diversification, self-funding, technology utilization, and community-based program development, PAUD institutions such as BA Banyuaeng can create new opportunities that not only increase competitiveness but also strengthen operational sustainability.

Furthermore, the quality of human resources (HR) is a determining factor in the success of early childhood education institutions. Good human resource management includes continuous training, certification of educators, and improvement of teacher welfare to ensure the quality of education provided in accordance with national and international standards. With quality human resources, BA Banyuaeng can provide more innovative, holistic, and positive services for children and society.

The problem is increasingly complex with increasing public expectations for services that involve the active participation of parents and the community. Early childhood education institutions are expected to not only be providers of educational services, but also partners that empower families and communities in supporting children's development. This requires a collaborative, innovative, and sustainable management approach.

Based on this situation, this study aims to identify and formulate professional management and entrepreneurial strategies that can be applied in BA Banyuaeng. With

an integrated approach, it is hoped that BA Banyuaeng will be able to improve the quality of services, competitiveness, and sustainability of the institution, so that it will be able to contribute more in creating a quality and highly competitive future generation.

### Research Methods

This study uses a qualitative approach with a case study method to explore in depth the management and entrepreneurship strategies applied to BA Banyuaeng in increasing its competitiveness. The research subjects consist of managers, teachers, and related parties at BA Banyuaeng who are selected by purposive sampling based on certain criteria, such as success in management innovation, financial sustainability, and community attractiveness. Data was collected through in-depth interviews with BA Banyuaeng managers, teachers, and external parties (such as students' parents and community partners) to understand the management and entrepreneurship strategies implemented. Participatory observation directly observes BA Banyuaeng's operational activities, including marketing strategies, resource management, and innovation implementation. Documentation collects data from financial statements, work programs, and institutional profiles related to strategies and results that have been achieved. This method is expected to produce a comprehensive understanding of effective management and entrepreneurship strategies in increasing the competitiveness of BA Banyuaeng.

### Results and Discussion

A. Implementation of professional management strategies

#### 1. Definition of Management

Management comes from Latin, which is derived from the word *manus* which means hand, and *agere* means to do; Merged into a manager's work sheet, means handling; translated into English, to manage, the noun is management (to manage or manage); Management is now defined as management. According to the meaning of the term, many experts have put forward various definitions: (1) management is the science and art of planning, organizing, arranging, directing and supervising resources to achieve a set goal (Oey Liang Lee), (2) management is the entire process of implementation in every effort of a group of people to achieve a certain goal (The Liang Gie), (3) Management is a distinctive process, which consists of actions: planning, organizing, moving, and supervising, which are carried out to determine and achieve the goals that have been set through the use of human resources and other resources (George R. Terry, 1986:4).

Listening to some of the definitions above, it is clear that the difference in understanding expressed is only due to different pressure points but the basic principle is the same, namely that all activities carried out are in order to achieve a goal by utilizing all available resources. Based on several definitions of management, it is clear that every organization, including educational organizations such as universities and schools, will really need management to regulate/manage the cooperation that occurs in order to run well in achieving goals, for that its management will run systematically through stages, which begin with a plan to the next stage by showing an integration in the process, With that in mind, the meaning

of the importance of management is increasingly clear for human life, including in the field of education. (Anwar Sewang: 2015)

## 2. Definition of Educational Management

Educational management is the management applied in the development of education (SYABAN, 2019). In the sense that it is the art and science of managing educational resources to achieve educational goals effectively and efficiently. It can also be interpreted as the process of planning, organizing, directing and controlling educational resources to achieve educational goals effectively and efficiently. Education management is management that is applied to education management. In education, management can be interpreted as the activity of systematizing educational resources so that they are centralized in an effort to achieve educational goals. So, it is non-routine, with a pattern of thinking and towards solutions regarding educational resources.

Educational management can also be defined as the art and science of managing educational resources in order to achieve educational goals effectively and efficiently. It can also be defined as the process of planning, organizing, preparing the workforce and the division of tasks, mobilizing, and controlling educational resources to achieve educational goals effectively, efficiently and accountably. (Asifudin, 2016).

Implementation management refers to the governance and management of the institution, because it is related to the administration, regulation, or arrangement of activities in the institution. Management comes from the word to manage which means to manage, lead or direct. Management plays an important role in an

early childhood education because the success of an early childhood education cannot be separated from good management. Management has a meaning as an effort to manage, control, and direct various existing sources to achieve the expected goals. Management is a process of coordinating and integrating resources through activities to be completed efficiently and effectively by involving others.

The management of the PAUD program is arranged in accordance with the vision and mission of the institution by implementing management functions including; planning, implementation, supervision and coaching. Planning is carried out by strategic planning, the preparation of learning plans starting from annual, semester, monthly, weekly to daily. Organizing is carried out by coordinating tasks, opportunities, experiences and insights with open communication, holding regular meetings that discuss efforts to improve performance. Supervision is carried out by direct observation, through supervision, regular meetings with educators.

The purpose of education management at the Early Childhood Education Institution is how this institution manages the institution from various aspects, namely starting from the management system, educators, employees, students, finance, facilities and infrastructure as well as the outputs produced by PAUD. In terms of financial management, PAUD managers try to be efficient and minimize expenses but with optimal and effective results by taking the right steps in making every decision so that the goals can be achieved in accordance with the vision and mission of the institution. Practically, it is expected to be

able to improve the quality of the PAUD program to be better effectively and efficiently.

### 3. Management Professionalism

Professionalism management in PAUD (Early Childhood Education) is an effort to manage and improve the quality of early childhood education services professionally, by focusing on optimal quality standards, competence, ethics, and management. In the context of early childhood education, professionalism is very important because education at an early age has a fundamental role in shaping children's character, personality, and abilities in the future.

#### Aspects of Professionalism Management in Early Childhood Education

##### 1. Educator Competence

Early childhood educators must have a relevant educational background, such as a minimum certificate or degree in the field of early childhood education. Educators are trained to understand early childhood development, creative learning methods, and children's psychological needs.

##### 2. Curriculum Planning

Develop a curriculum that is in accordance with the characteristics of early childhood (holistic-integrative). Integrating cognitive, affective, motor, social, and spiritual aspects in learning. Aligning with the Operational Curriculum of the PAUD Unit which is flexible and contextual.

##### 3. Resource Management

Ensure that PAUD facilities (play rooms, teaching aids, learning media) are adequate and in accordance with standards. Manage learning time and activities by considering the rhythm of child development.

##### 4. Parent and Community Involvement

Involve parents in the educational process, both through regular communication, seminars, and participatory activities. Establish partnerships with local communities to support environmentally-based learning.

##### 5. Supervision and Evaluation

Supervise the learning process to ensure that quality is maintained. The evaluation was carried out to assess the achievement of child development and the effectiveness of the program. Professionalism management in early childhood ensures that the education provided to early childhood meets the highest quality standards. This not only supports optimal child development but also creates quality future generations. The professionalism of early childhood educators and managers is the key to success in building a solid foundation for children's education.

#### B. Entrepreneurship Strategy in Early Childhood Education Operations

##### 1. Definition of Entrepreneurship

According to the Indonesian dictionary in Purnomo (1999), wira means warrior or hero so that heroes tend to character, enthusiasm, pioneers, advanced personalities, exemplary people to be able to stand on their own. Entrepreneurship means a pioneer who does business in the economic field, such as agrarian business, marketing, manufacturing, or services. (Kifly & Kamaruddin, 2024)

Entrepreneurship is the process of creating something of different value by using the effort and time required, assuming the financial, psychological and social risks that come with it, as well as receiving monetary rewards and personal

satisfaction. The term entrepreneurship appeared later after and as an equivalent to self-employed which from the beginning some people still did not match the word private.

## 2. Principles of entrepreneurship

A competitive early childhood institution integrates entrepreneurial principles in operational management, such as:

### a. Service Diversification

It offers additional programs such as art courses, parenting classes, and childcare services to attract more users.

### b. Independent Fundraising

It can carry out various activities such as holding bazaars, workshops, or partnerships with the private sector to obtain additional funding.

### c. Utilization of Technology

Using social media and digital platforms as a marketing and communication tool with parents.

## 3. Increase Competitiveness

### a. Definition of Competitiveness

Competitiveness according to Porter in Putri can be defined as the ability of a company in the industry to cope with various environments faced. Competitiveness is determined by the competitive advantage of an institution and depends heavily on the level of relative resources it has or we usually call it competitive advantage. Furthermore, Porter explained the importance of competitiveness because of the following three things: a. Encouraging productivity and improving independent ability, b. It can increase economic capacity, both in the regional economic context and the

quantity of economic actors so that economic growth increases, c. The belief that market mechanisms create more efficiency.(Lestari, 2020).

### b. Strategies in increasing the competitiveness of early childhood education

The competitiveness of an educational institution is not enough, only having complete and sophisticated school facilities and sufficient resources to ensure the competitiveness of an educational institution.(Nurlina et al., 2023). Increasing the competitiveness of PAUD institutions, especially in BA Banyuaeng, requires a specific and contextual strategy, taking into account the needs of the local community, regional potential, and the characteristics of the surrounding environment. Here are the strategies that can be applied:

- 1 Improving the Quality of Education
2. Optimization of Learning Facilities and Environment
3. Collaboration with Parents and Community
4. Branding and Promotion of Institutions
5. Curriculum Innovation
6. Accreditation and Quality Standards
7. Transparent Financial Management
8. Information Technology Involvement
9. Capacity Building and Competence of Human Resources (HR)

Human Resources (HR) has a major role in achieving organizational goals to the maximum, because HR is a population or a group of individuals who are ready, willing, and able to contribute to achieving these goals. In population science, human resources are often aligned with the concept

of the workforce, which includes the labor force and not the labor force, where the active labor force plays a role in the work. Therefore, the management and development of human resources is important to create productive individuals who are able to face and complete the demands of tasks in the present and future. According to Palinggi (2008:109), human resource management includes a series of activities related to planning, decision-making, implementation, and control of strategies and actions that affect human resources in the organization. This makes human resources the main capital and asset in every organization or country, because the success of an institution is highly dependent on effective and sustainable human resource management. (Septiana et al., 2023).

Quality Human Resources (HR) is the key to the success of PAUD institutions in providing the best service and increasing their competitiveness. For this reason, strategic steps that can be implemented include training and development of teacher competencies, such as organizing regular training to improve teaching skills, especially those based on creative approaches and game-based learning, as well as encouraging participation in seminars or workshops related to the management of early childhood education and the latest learning methods. In addition, it is important to encourage teachers to obtain certifications relevant to the field of early childhood education and adopt nationally or internationally recognized educational qualification standards. To increase motivation, institutions can provide performance-based incentives and pay attention to the welfare of educators through

allowances and support programs such as insurance or educational assistance. In team management, improved internal communication between managers, teachers, and staff is essential to create synergy, while the development of a positive and collaborative work culture will support overall team productivity.

By implementing this strategy, BA Banyuaeng can improve the quality of education so that it is more competitive in competing with other institutions.

### **Conclusion**

Management and entrepreneurship strategies have a very important role in increasing the competitiveness of PAUD institutions, especially in BA Banyuaeng. Through the implementation of effective management and entrepreneurial approaches, early childhood education institutions can create and strengthen service quality, and build a positive image in society. This can be achieved through several strategic steps, such as optimal resource management, improving the competence of educators, developing educational programs based on community needs, and collaborating with various parties, including the government, the private sector, and parents.

In addition, the application of entrepreneurial principles such as creativity, courage to take chances, and adaptation to environmental changes also encourages the sustainability and attractiveness of early childhood education institutions in an increasingly competitive era. With an integrated and comprehensive strategy, BA Banyuaeng can improve the quality of early childhood education while strengthening their position as a superior educational institution in the community.

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