

Strategic Management of Non Profit Organization to Increase the Existence of Al-Mutmainnah Ponorogo Islamic Boarding School

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Abstrak

Islamic educational institutions must carry out strategic management to formulate strategic plans and according to needs in order to achieve educational goals. The existence of the community can provide opportunities as well as threats to the sustainability of Islamic educational institutions. The goals of this research are (1) to study and develop a new theory about strategic planning to increase the existence of Religious Boarding School Al-Mutmainnah, (2) to study and develop new theories about the implementation of strategies, and (3) to study and develop a new theory on strategy evaluation. The research method is qualitative research with a case study approach, data collection techniques through in depth interviews, participant observation, and documentation. Research results: Strategic planning at Religious Boarding School Al-Mutmainnah Winong Jetis Ponorogo, by holding joint meetings in the formulation of educational vision, mission, and goals, determining organizational structure, and preparing short and medium-term programs, as well as operational financing budgets are also determined based on management policies, foundations and principals. Implementation of strategies in managing Religious Boarding Scholl Al-Mutmainnah by

controlling the administration of the institution, implementing a fundraising system from the community or donors, incentives for the village government and the Ministry of Religion, free tuition fees, and inviting the community, especially the guardians of students to participate in education. The evaluation of the strategy, was conducted by the head of the Islamic school together with the foundation's management by monitors the strategic plan, and attends a joint meeting with the Diniyah Takmiliah Coordination Forum throughout the Jetis sub district of Ponorogo city.

Keywords: Strategic management, non profit organization, increase, existence.

Introduction

The world is always changing from time to time, one of which is market by the existence of science and technology that continues to grow, the interest and desire of the people for something in all areas fo life, this has an impact on the progress and development of an organization or educational institution. Educational institution that operate and are controlled or supervised by the community, should make decisions or activities that prioritize the community as the main object in the educational process.¹

The balance between the ability of the organization and the surrounding community is very necessary in order to achieve a harmonious relationship between the two, so that the survival of the organization or educational institution can be maintained. This is the motivation for the implementation of strategic management in managing Islamic educational institutions. Educational institution is required to be able to

¹ Umar, S. (2023). Manajemen Entitas untuk Perkembangan Pondok Pesantren di Era Society 5.0. *Tarbawi Ngabar: Jurnal of Education*, 4(1), 78-92. <https://doi.org/10.55380/tarbawi.v4i1.304>

master strategies in an effort to develop his institution, such as competitiveness from outside the institution, customers or students and the community as potential students.²

Educational institutions that have succeeded in getting success and have competitiveness outside, one of the main keys is the quality of education, because of the quality there will be opportunities to achieve victory/progress in education. Islamic educational institutions must carry out strategic management to formulate plans that are strategic and in accordance with the needs in order to achieve educational goals.

The existence of the community can provide opportunities as well as threats to the sustainability of Islamic educational institutions. The existence of trust from the community is also very necessary for the existence of Islamic educational institutions, so that Islamic educational institutions must always have the trust that has been given by the surrounding community, by improving the education system and increasing it,³ managing the curriculum properly, carrying out routine supervision carried out by the leadership, all of them strive for change and progress in education.⁴

The existence of competition in education is a normal thing, this is done to get as many students as possible, so that all Islamic educational institutions are always mentally strong and always struggling in the face of various competition, and trying to think about how they can survive and even outperform

² Anwar, M. (2020). *Manajemen Strategik: Daya Saing dan Globalisasi*. Banyumas: Sasanti Institute.

³ Raftanisayah, H., Khasanah, M., Rohani, I., & Amin, R. F. (2022). Increasing Cognitive Abilities In Early Childhood Through The Patting Method In T.A Al-Manaar Ngabar Group B2. *Tarbawi Ngabar: Jurnal of Education*, 3(2), 238-246. <https://doi.org/10.55380/tarbawi.v3i2.283>

⁴ Setiawati, F. (2020). Manajemen Strategi untuk Meningkatkan Kualitas Pendidikan (Strategy Management to Improve the Quality of Education. *Jurnal at-Tadbir: Media Hukum Dan Pendidikan*, 30(1), 57–66.

the others.⁵ The existence of competitiveness from outside educational institutions, makes these institutions must be fast and responsive to anticipate this competition, what efforts must be taken so that the existence of the institution remains sustainable. This prompted him to think about what strategies should be taken in dealing with the global market, and try how institutions can continue to survive and retain their students so that don't move to other institutions that they think are better.⁶

The government always strives to develop the quality of formal and non formal education, which is due to the increasing need for society for the development and management of human resources, and is a major factor in achieving educational goals to form a generation of people with knowledge and character.⁷

There is an increase in competitiveness in the world of education and continuous changes, the realization of strategic management is a must for developing the quality of the education and efforts to anticipate the times.⁸ The existence of Islamic boarding school in Indonesia, in its management apart from being original and traditional, in fact the community still really needs it, so it needs to survive and continue to exist.⁹

⁵ Khoris, A. (2020). Manajemen Strategik dan Mutu Pendidikan Islam. *Nur El-Islam : Jurnal Pendidikan Dan Sosial Keagamaan*, 6(2), 73–97. <https://doi.org/10.51311/nuris.v6i2.132>

⁶ Adam, B. (2018). Peranan Manajemen Strategi dan Manajemen Operasional Dalam Meningkatkan Mutu Pendidikan (Studi kasus di SMPN 13 Depok, Jabar). *Jurnal Tahdzibi*, 3(2), 57–66. <https://doi.org/10.24853/tahdzibi.3.2.57-66>.

⁷ Musnaeni, Sakwati Abidin, P. (2022). Pentingnya manajemen Strategik dalam Meningkatkan Kualitas Pendidikan. *Jurnal Cendekia*, 2(2), 98–104.

⁸ Khoris, A. (2020). Manajemen Strategik dan Mutu Pendidikan Islam. *Nur El-Islam: Jurnal Pendidikan Dan Sosial Keagamaan*, 6(2), 73–97. <https://doi.org/10.51311/nuris.v6i2.132>.

⁹ Jannah, N. (2018). 62 | *Falasifa*, Vol. 9 Nomor 2 September 2018.

One of the reasons behind the researchers conducting research at the Al-Mutmainnah Ponorogo Islamic boarding school, is because the institution is one of the nonformal institutions that still exist in the midst of changing times. The amount of the competition between institutions does not become a barrier for this institution to continue to strive to run and develop their religious aducation process.¹⁰ This religious educational institution is also included in no profit institutions whose main goal is not to seek profit alone, but to prioritize the interests of the community in terms of religious education which is aplace for their childrens to study religion and recite the Holly Qur'an.

This study aims to: (1) To study and develop new theories about strategic planning in increasing the existence of AlMutmainnah Jetis Ponorogo Islamic boarding school, (2) To study and develop new theories about implementing strategies in increasing the existence of Al-Mutmainnah Jetis Ponorogo Islamic boarding school, and (3) To study and develop new theories about strategy evaluation in increasing the existence of Al-Mutmainnah Jetis Ponorogo Islamic boarding school.

Method

The research was conducted using a type of qualitative research that prioritizes natural characteristics (natural setting) which is the main source, descriptive process, and in qualitative research data analysis was carried out by inductive analysis.¹¹ Qualitative research is a type of research with the aim of

9(September), 61–76.

¹⁰ Jauhari, I. (2021). Sistem Informasi Manajemen Pendidikan Islam. Tarbawi Ngabar: Jurnal of Education, 2(2), 190-208. <https://doi.org/10.55380/tarbawi.v2i2.130>

¹¹ Lexy Moleoung (2003). *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosdakarya.

examining objects in the field, in which the researcher acts as the main instrument, techniques for collecting data through indepth interviews, participant observation or documentation. Test the validity of the data through triangulation techniques, and techniques in analyzing data are inductive. Qualitative research intends to explain data and facts in the field using logical and easy to understand descriptions of words.¹²

The research approach is through a case study approach, namely research that has the aim of examining in depth the symptoms that appear in the field. Case studies can also help researchers to be able to go directly into the field or the social life of the community, such as community groups, families, educational institutions, and others.¹³

Method used should be accompanied by references, relevant modification should be explained. Procedure and data analysis technique should be emphasized to literature review article. Data is a real test result that reveals the symptoms of the object of research. Data in qualitative research is in the form of descriptive explanations or non numeric analysis.¹⁴

Data collection techniques are one of the most strategic techniques in research, because what is prioritized in research is to obtain data. The data collection techniques include: Interviews, observation and documentation. Interviews are a form of communication that is verbal or conversational in which the goal is to obtain the required data or information.¹⁵

¹² Abdussamad, Z. (2021). *Metode Penelitian Kualitatif* (P. Rapanna (ed.); Cet. 1). Syakir Media Press.

¹³ Fitri, Agus Zainul dan Haryanti, Nik. (2020). *Metodologi Penelitian Pendidikan: Kuantitatif, Kualitatif, Mixed Method, dan Research and Development*. Malang, 26.

¹⁴ Kusumastuti, Adhi & Khoiron, A. M. (2019). *Metode Penelitian Kualitatif* (F. & S. Anniya (ed.)). Lembaga Pendidikan Sukarno Pressindo.

¹⁵ Abdussamad, Z. (2021). *Metode Penelitian Kualitatif* (P. Rapanna (ed.); Cet. 1). Syakir Media Press.

The interview technique in this study was in depth interviews to dig deep into data about the implementation of strategic management in increasing the existence of Al-Mutmainnah Winong Jetis Ponorogo Islamic Boarding School.

Observation is a fundamental data collection process for all types of research, by observing the object under study. Observation is not limited to the sense of sight, but all senses can be used as a technique for observing the object of research.¹⁶ Documentation techniques, namely efforts to obtain data in the form of written documents, such as results of notes, library books, meeting notes, and others.¹⁷ Various types of documents can be used by researchers in collecting data in the field.¹⁸

Documentation techniques are used to find supporting data in the form of documentation related to the implementation of strategic management in increasing the existence of Al-Mutmainnah Winong Jetis Ponorogo. Data analysis is the process of finding data in the field and compiling it systematically, and grouping data, making patterns, selecting data, and drawing conclusions. Data analysis follows the theory of Miles and Huberman (1984). Activities in analyzing data by condensing data, presenting information and conclusions.

Data Condensation, namely conducting data summaries, selecting the subject matter, selecting things that are the focus of the problem, and finding the right subject matter. Data Display, namely the process of presenting data in the field in a precise and easy to understand manner. The process of drawing

¹⁶ Kusumastuti, Adhi & Khoiron, A. M. (2019). *Metode Penelitian Kualitatif* (F. & S. Anniya (ed.)). Lembaga Pendidikan Sukarno Pressindo.

¹⁷ Fitri, Agus Zainul dan Haryanti, Nik. (2020). *Metodologi Penelitian Pendidikan: Kuantitatif, Kualitatif, Mixed Method, dan Research and Development*. Malang, 116.

¹⁸ Syahrums, S. &. (2012). *Metodologi Penelitian Kualitatif* (Haidir (ed.)). Citapustaka Media.

conclusions and verifying data is the last effort in conducting qualitative data analysis. Techniques to check the validity of the findings include: Test Validity are Triangulation is a technique in collecting data that combines various techniques of extracting information and data sources that aim to test the validity of the data.¹⁹

Literature Review

Previous Research

Muallief Umar, “Strategic Management in Non-Profit Organizations (ONP)”. The research above uses a library research approach. The purpose of his research is to find theories about the concept of nonprofit organizations, the implementation of strategies that are applied, and the challenges faced in the present and in the future. The results of his research include:²⁰

1. The concept of a non-profit organization is an organization that was formed with the intention of helping the community in fulfilling all their needs in life, not for the purpose of making a profit.
2. Strategic implementation applied to non-profit organizations while maintaining and preserving values such as a sense of sincerity/voluntaryism, cooperation, and humanity.
3. Non-profit organizations also have challenges they face, such as: a. the ability to maintain togetherness and trust, as well as a strong commitment to the organization, b. continuous persistence to become a government partner in

¹⁹ Abdussamad, Z. (2021). *Metode Penelitian Kualitatif* (P. Rapanna (ed.); Cet. 1). Syakir Media Press.

²⁰ Umar, M. (2021). Manajemen Strategis Pada Organisasi Non Profit (ONP). *Jurnal Lentera: Kajian Keagamaan, Keilmuan Dan Teknologi*, 20 (2), 166–180. Wijaya, M. (2017). *Manajemen Stratejik dan Budaya Perusahaan: Dampak serta Implementasi*. *Media Informatika*, 16 (2), 1–13.

helping solve problems in society, especially those related to education and community welfare. This is slightly different from the findings of the authors, namely in the second and third formulation of the problem, as well as the approach in research. The similarities are that they both study and research strategic management in non-profit institutions.²¹

Basic Concepts of Strategic Management

According to Michael Porter in his writing "Competitive Strategy in the Harvard Business Review", quoted by Muhadjir, strategy is all kinds of activities that have differences and uniqueness of each. According to Thompson and Stokland, that strategy includes various kinds of activities carried out in the face of competition from outside the organization, and efforts to achieve work results that are in line with targeted expectations.

The term strategic includes the adjectives of strategy implementation, and an attempt to carry out a strategy through careful planning, targeted timing, and clarity of desired goals. Strategic can also answer various questions such as: where do we stand now? Where to go? What are the work activities that have been carried out? When and how are our steps to reach the destination there?

Determining a competitive strategy, organizations or educational institutions will certainly face various kinds that must be selected and determined, namely the broad reach of the community that will be served as customers, and the efforts that become its strengths by leading an organization or educational institution. The next stage after making these choices, is finally

²¹ Umar, M. (2021). Manajemen Strategis Pada Organisasi Non Profit (ONP). Jurnal Lentera: Kajian Keagamaan, Keilmuan Dan Teknologi, 20 (2), 166–180. Wijaya, M. (2017). Manajemen Stratejik dan Budaya Perusahaan: Dampak serta Implementasi. Media Informatika, 16 (2), 1–13.

being able to determine the management of resources such as human resources, infrastructure, and finance in implementing strategic performance.²²

According to Lawrence R. Jauch and William F. Glueck quoted by Hefny and Fefi Najma, strategic management is a variety of policy rules and activities that formulate a particular strategy to various strategic steps to achieve organizational goals. The process in strategic management consists of several stages, namely: (1) the strategy formulation stage, which consists of efforts to formulate a vision, mission, goals and objectives, formulation of medium and long term plans, and preparation of strategies to be implemented. (2) the strategy implementation stage, which consists of determining policy rules, giving motivation to HR, allocating HR. (3) strategy evaluation stage, which consists of: supervision of all strategy formulation and implementation, work indicators, and improvement efforts.²³

According to Fred R. David, quoted by Rahman and Radjab, strategic management is an art and science in an effort to provide formulation, implementation and evaluation of various organizational policies. According to Michael A. Hitt and Robert E. Hoslisson, strategic management is a process within an organization that identifies the goals to be achieved, and what efforts must be taken so that results can be achieved optimally. The role of strategic management is very large in achieving maximum and competitive organizational results in today's society.²⁴

²² Wijaya, M. (2017). Manajemen Strategik dan Budaya Perusahaan: Dampak serta Implementasi. *Media Informatika*, 16(2), 1–13.

²³ Fairus, H. & R. N. (2019). *Al-Tanzim: Jurnal Manajemen Pendidikan Islam Manajemen Strategi Dalam Meningkatkan Mutu Pelayanan Kepegawaian*. 03(01), 169–197.
<https://ejournal.unuja.ac.id/index.php/al-tanzim>.

²⁴ Rahim, A. R. &, & Radjab, E. (2017). *Manajemen Strategi* (Cet.

Establishing a strategy is a difficult thing, because there are many obstacles and obstacles faced, and the main thing is the joint commitment of the implementers of the organization for everything that has been determined together as a consequence that must be implemented. The important meaning of understanding a strategy is carrying out activities that differentiate it from competitors outside the organization so that its position is safe and controlled in the market.²⁵

Strategic management consists of three kinds of activities that are interconnected, namely conducting analysis, formulating strategies, and implementing strategies. Three kinds of activities in the strategic management process can be realized in a community organization, educational institution, or company.²⁶

Strategic management can be managed in solving all problems in organizations or educational institutions, especially those related to competitiveness. All human resources engaged in the organization must have creativity in thinking and making decisions. The application of strategic management can provide several benefits and uses, namely: (1) showing clear goals, (2) helping organizational managers to change and formulating various strategies in developing and improving organizational systems, (3) making the organization able to manage resources efficiently. good and effective, (4) looking for various

1). Lembaga Perpustakaan dan Penerbitan Universitas Muhammadiyah Makassar, 5.

²⁵ Anwar, M. (2020). *Manajemen Strategik: Daya Saing dan Globalisasi*.

²⁶ Adam, B. (2018). Peranan Manajemen Strategi dan Manajemen Operasional Dalam Meningkatkan Mutu Pendidikan (Studi kasus di SMPN 13 Depok, Jabar). *Jurnal Tahdzibi*, 3(2), 57–66. <https://doi.org/10.24853/tahdzibi.3.2.57-66>.

advantages possessed by the organization, (5) involving members in formulating strategies.²⁷

The process of planning and implementing strategies can provide several benefits for organizations and educational institutions, namely: (1) the strategy that has been formulated can strengthen educational institutions in efforts to prevent problems from arising, (2) the strategy that has been decided together will find the best choice, (3) members who are always involved in formulating various strategies will make them more aware of the goals of the institution and plans formulated together, (4) reduced imbalances between individuals in organizations or educational institutions.²⁸

Strategic management and its relationship with competitiveness in society, include: (1) Strategic flexibility, namely all competencies possessed to be responsive to various kinds of opportunities and requests from the community, (2) Strategic intent, namely efforts to manage human resources, competencies and advantages that owned by the organization in achieving its goals, (3) Strategic mission, namely an expression or statement that leads to a mission in introducing organizational productivity to a competitive society.²⁹

²⁷ Fairus, H. & R. N. (2019). *Al-Tanzim : Jurnal Manajemen Pendidikan Islam Manajemen Strategi Dalam Meningkatkan Mutu Pelayanan Kepegawaian*. 03(01), 169–197. <https://ejournal.unuja.ac.id/index.php/al-tanzim>.

²⁸ Handayani, A., & Sarwono, A. E. (2020). *Buku Ajar Manajemen Risiko*. <https://books.google.com/books?hl=en&lr=&id=cP0MEAAAQBAJ&oi=fnd&pg=PP1&dq=teori+pidana+denda+tidak+dibayar&ots=4VviHzRfjp&sig=VifyiR4p3pEwNfHfzLqNcJ8g6Qc>.

²⁹ Taufiqurokman. (2016). *Manajemen Strategik*. In *Fakultas Ilmu Sosial dan Ilmu Politik Universitas Prof. Dr. Moestopo Beragama* (Cet. 1). Fakultas Ilmu Sosial dan Ilmu Politik Universitas Prof. Dr. Moestopo Beragama.

The goals of strategic management are improving organizational quality, efficient financing systems, HR management, performance evaluation and supervision systems, and quality reporting systems. Several principles of strategic management include: (1) Formulating a strategy by formulating the vision, mission and objectives, as well as identifying internal and external factors. (2) Strategy implementation which includes analysis activities in choosing the right strategy, formulation of goals, objectives, and strategies (policies, programs and activities), implementation, monitoring and supervision. (3) Strategy evaluation, namely: measuring indicators and work analysis, as well as reporting and accountability.³⁰

Strategic Management in Islam

A leader always takes steps to achieve more effective and efficient organizational goals, called strategic management. As explained in surah Az-Zilzal verses 7-8 which means: "Whoever does a good deed the size of an atom (zarah), surely he will see the reward, and whoever does evil deeds the size of an atom (zarah) will undoubtedly see the answer too". Based on the translation of the verse above, an understanding can be drawn about good rewards for every activity that is done well, and bad rewards for bad activities.

Humans are warned not to do bad activities that are far from the guidance of Islamic teachings. A leader of an Islamic educational institution must plan everything that will be done, which is in accordance with the competencies/fitroh of the institution he leads, and implement it properly and optimally. Strategic management is included in a scientific field that links decisions/policies in education with a strategic environment.

³⁰ Anwar, M. (2020). *Manajemen Strategik: Daya Saing dan Globalisasi*, 22-23.

Strategic management in education is very important because good and bad organizations can be detected properly, and organizational change must be faced with full internal readiness, as well as strategic management involvement in all policies made by the leadership.³¹

Strategic Planning

Strategic planning initially appeared in the military group, which can be interpreted as an effort to plan to carry out operations against enemy territory by considering the various risks that might occur, whether to win or otherwise lose, while also taking into account environmental conditions. paying close attention to the strength of the opponent in order to get success in the attack.³²

The strategic plan in the strategic management model is included in the strategy formulation stage. This planning includes activities to think about future designs, efforts to control the future, choose basic patterns of action, efforts to make decisions for the long term, and formulate procedural plans systematically.³³

According to R. David, as quoted by Ahmad Rusdiana, planning is the first step in implementing the strategy that has been prepared beforehand. The main objectives to be achieved in this planning stage are efforts to formulate plans (goals) and work program plans and budgets based on the vision, mission,

³¹ Maisah. (2016). *Manajemen Strategik dalam Perspektif Pendidikan Islam*. Jambi: Salim Media Indonesia, 1 & 6.

³² Rusdiana, A. (2020). *Manajemen Strategik* (cet. 1). Pustaka Tresna Bhakti, 88. <https://medium.com/@arifwicaksanaa/pengertian-use-case-a7e576e1b6bf>.

³³ Ahadiat, A. (2010). perspektifManajemen Strategik: Tinjauan Teoritikal Multi. *Repository.Lppm.Unila.Ac.Id, Strategic Management, Business Policy*, 1–158. http://repository.lppm.unila.ac.id/22814/1/sertifikat_EC00202012198.pdf.

objectives and strategies formulated by educational organizations. Strategic planning is included in the concept of development which is part of the management function.

According to Olsen and Eadie cited by Ahmad Rusdiana, that a strategic plan seeks to formulate various policies and activities that will be carried out in the future of the organization, and efforts to collect various comprehensive information about the sustainability of the organization both now and in the future.³⁴ Strategic planning must be integrated into the organizational culture, and always receive more attention from members of the organization, must also be strengthened by permanent staff and strategic planners.³⁵

Strategic Implementation

This stage includes: setting goals and objectives to be achieved, managing decision/policy making, managing resources, and providing motivation for performance to members of the organization. The implementation stage of this strategy also seeks to create an organizational culture that continues to support the strategy and establishes an effective and efficient organizational structure.³⁶ Organizational leaders, in terms of strategic implementation must strive to formulate clear ideas and be prepared to face various challenges that

³⁴ Rusdiana, A. (2020). *Manajemen Strategik* (cET. 1). Pustaka Tresna Bhakti. <https://medium.com/@arifwicaksanaa/pengertian-use-case-a7e576e1b6bf>.

³⁵ As'ad, F. &. (2021). *Manajemen Strategik (Visionary Leadership, Dinamika Organisasi, dan Keunggulan Kompetitif)* (M. Fadhli (ed.); Juli 2021). Literasi Nusantara.

³⁶ Handayani, A., & Sarwono, A. E. (2020). *Buku Ajar Manajemen Risiko*. <https://books.google.com/books?hl=en&lr=&id=cP0MEAAAQBAJ&oi=fnd&pg=PP1&dq=teori+pidana+denda+tidak+dibayar&ots=4VviHzRfj&sig=VifyiR4p3pEwNfHfzLqNcJ8g6Qc>

come at any time. This stage also emphasizes the existence of organizational structures and patterns of leadership.³⁷

Non-profit organizations or institutions always try to compile and formulate very attractive strategic plans, but all of them do not necessarily have a positive impact on the institution. Implementation of the strategy is very dependent on the objectives of the strategy and the number of problems faced. Based on the number of problems, and the time to solve them, there are several approaches that can be taken in implementing the strategy, namely routinely intervening, managing managerially, having to be sequential and having a complexity nature. Strategy implementation can be successful if the following factors are fulfilled: there is an organizational structure, there is an allocation of resources, there is an integration of strategy into organizational values, there is a leadership role, there is a good planning system, and there is a policy.³⁸

The Implementation of strategic activities in the nonprofit context, has focused in Little research. Two levels of definition and a lesser extent on outcome exists concentrates of that. The impact on performance has considered with strategic content. This group of studies was finding of the mayor, includes: the strategy and structure there are relationship affects for organizational structure, a leader behavior of implementation activities, values, and interactions, and the strategy implementation there are critical of systems or networks.³⁹

³⁷ Nazarudin. (2020). Manajemen Startegik. In *NoerFikri Offset* (Cet. III). Penerbit Amanah.

³⁸ Sutomo, S. (2007). Manajemen Strategis Organisasi Nirlaba. *Jurnal Administrasi Kebijakan Kesehatan*, 1(4), 176–187.

³⁹ Stone, M. M., Bigelow, B., & Crittenden, W. (1999). Research on strategic management in nonprofit organizations: Synthesis, analysis, and future directions. *Administration and Society*, 31(3), 378–423. <https://doi.org/10.1177/00953999922019184>

Based on the theory above, it can be understood that the implementation of strategies in non-profit institutions does not consider the impact on performance, but rather the achievement of performance results. There are several findings from the research conducted by Stone, namely that there is an influence between organizational structure and the strategy implemented, there are important behaviors of leaders who apply values within the organization and establish interactive relationships with each other, and there is a network system that is intact in strategy implementation.

Low Cost Strategy (Cost Leadership)

This strategy prioritizes the setting of very low production prices, and the target object is consumers who are very easily influenced by production prices, because price is a determining factor in all company policies. If this is related to Islamic educational institutions, of course, the main aspect in developing quality and quantity is not determined by the high operational costs charged to students who are internal customers. The effort was made to attract student subjects to want to enter their educational institutions, with relatively low costs. As widely applied in non-formal educational institutions such as madrasah diniyah.⁴⁰

Based on the implementation of the strategy, that educational organization or institution must formulate a design, productivity, and make efforts to promote their production. Organizations must recognize and understand market/community conditions so that they can fulfill what they need without burdening the community, especially in financial terms. Thus, a low-cost strategy is needed by an educational organization/institution so that its goal of meeting community

⁴⁰ Sembiring, Murphin Joshua & Fatihudin, D. (2019). *Manajemen Strategi Dari Teori ke Praktek* (Cet. 1). Qiara Media.

needs can be realized.⁴¹

Strategic Evaluation

In this strategy evaluation phase, there are three main activities that must be carried out, namely analyzing various factors both from within and outside, measuring performance, and making improvement efforts. Strategy evaluation is very important to do because it is to find out how far success has been obtained from various strategies that were formulated from the start, and to be able to adapt to all kinds of changes that come later.⁴²

Strategy evaluation is carried out on all organizational elements, units, functional and work programs. The role and duties of the leadership of educational institutions are to evaluate the strategies that have been previously set, whether they are running optimally or not. Unit leaders carry out evaluations related to the unit, functional heads carry out evaluations related to the functional activities of the institution. The leader of the activity program also evaluates whether the program is in accordance with the strategic plan or not.

The evaluation process is the final stage of the strategic management stage, namely as an effort to identify any deficiencies in the implementation of the strategy, and make corrections to the suitability between the strategic plan and the implementation of the strategy.⁴³ Several factors must be

⁴¹ Setiadi, T. (2017). Alternatif Strategi Low Cost Bagi Perusahaan Safe Our Planet. *Performa: Jurnal Manajemen Dan Start-Up Bisnis*, 2(5), 630–638.

⁴² Handayani, A., & Sarwono, A. E. (2020). *Buku Ajar Manajemen Risiko*.
<https://books.google.com/books?hl=en&lr=&id=cPOMEAAAQBAJ&oi=fnd&pg=PP1&dq=teori+pidana+denda+tidak+dibayar&ots=4VviHzRfjp&sig=VifyiR4p3pEwNfHfzLqNcJ8g6Qc>.

⁴³ Sutomo, S. (2007). *Manajemen Strategis Organisasi Nirlaba*.

present in a strategy evaluation, namely motivation to evaluate, feedback/responsiveness, criteria for evaluating, and decisions regarding the results of the evaluation process.⁴⁴

Non-Profit Organization/Institutions

According to some people, Non-Profit Organizations are seen as less attractive, because Non-Profit Organizations are identified with the underprivileged community, or it can be said willingly and sincerely and resignedly living life without having profit/profit, there is an effort to share with others, willing to sacrifice for the sake of their organization/institution.

This view is strengthened by the idea that Non-Profit Organizations (ONP), especially non-governmental organizations that receive assistance from abroad, participate instead of helping the government in solving problems in society but to work for foreigners. Another view of Non-Profit Organizations is that their performance processes tend to be arbitrary and without being based on rules and regulations from the government, as long as it is important that it works.⁴⁵

The implementation of strategic management in non-profit institutions is as important as profit institutions, with several underlying reasons, namely:

1. Non-profit organizations/institutions and profit institutions both support the social system, which requires mutual interaction and cooperation between individuals and between groups.
2. Both of them act as social entities for a relatively long

Jurnal Administrasi Kebijakan Kesehatan, 1(4), 176–187.

⁴⁴ Sembiring, Murphin Joshua & Fatihudin, D. (2019). *Manajemen Strategi Dari Teori ke Praktek* (Cet. 1). Qiara Media, 230.

⁴⁵ Umar, M. (2021). *Manajemen Strategis Pada Organisasi Non Profit (ONP)*. *Jurnal Lentera: Kajian Keagamaan, Keilmuan Dan Teknologi, 20(2)*, 166–180.

period of time, which of course needs to be maintained and cared for and managed properly so that they continue to exist and become the main interest of the community.

3. Both are organizations that have patterns of structured and systematic performance. This work pattern certainly requires strategic management that can direct the organization to achieve the goals set together.⁴⁶

Non-profit organizations/institutions are organizations that do not solely seek certain profits/benefits, but prioritize the interests of the people who really need them both in terms of education, information, health and others. Sources of funding for the sustainability of the organization come from donors, contributors, or even assistance/grants from the government. One of the very dominant characteristics of this non-profit organization is that material gain is not the main goal, but rather prioritizes human values and benefits for society. established for a noble purpose, educating cadres of the people, and the nation's generation.⁴⁷

This perspective, Nonprofit Organizations seek social creation for their public, than financial profit. Non Profit Organization differ essentially are: 1) management (e.g. short and long term planning); 2) stakeholder's participation; 3) responsibility and honesty. The specific characteristics of Non Profit Organizations, such as:

1. Investors or regulatory agencies;
2. Accountability (transparancy for financial accounts);
3. Sources of incomes from donations;

⁴⁶ Umar, M. (2021). Manajemen Strategis Pada Organisasi Non Profit (ONP). *Jurnal Lentera: Kajian Keagamaan, Keilmuan Dan Teknologi*, 20(2), 166–180.

⁴⁷ Umar, M. (2021). Manajemen Strategis Pada Organisasi Non Profit (ONP). *Jurnal Lentera: Kajian Keagamaan, Keilmuan Dan Teknologi*, 20(2), 166–180.

4. Human resources are volunteers;
5. Public investments or private partnerships.⁴⁸

Based on the theoretical quote above, it can be understood that Non-Profit Organizations/Institutions prioritize social values rather than purely seeking financial gain. Matters related to financial management have several obstacles in the implementation of organizational/institutional activities, especially in the following aspects: (1) management (eg short-term and long-term plans), (2) involvement of policy holders, (3) accountability and justice.

The characteristics possessed by non-profit organizations/institutions include: the presence of investors/donors, accountability (financial transparency must be), sources of funding from donations, human resources in the form of volunteers, and public investment or partnerships.

The Existence of Islamic Boarding School

Educational institutions have been established since the early days of the spread of Islam in Indonesia, along with the establishment of many Islamic boarding schools at that time, especially on the island of Java. The existence of these Islamic educational institutions to date continues to develop and make improvements in all fields in order to achieve the goals of Islamic education and the development of Islamic civilization in Indonesia.⁴⁹

The existence of Islamic Boarding School from time to time has been strengthened by their recognition by the

⁴⁸ Santos, T., Oliveira, M., Gomes, S., Sousa, M., & Lopes, J. M. (2021). Strategic management and value creation in non-profit organisations. *Journal of Management Information and Decision Sciences*, 24(6), 1–9.

⁴⁹ Salahuddin, M. (2013). Reposisi Dan Eksistensi Madrasah Salafiyah Di Era Global. *Cendekia: Jurnal Kependidikan Dan Kemasyarakatan*, 11(2), 215. <https://doi.org/10.21154/cendekia.v11i2.201>

government and society. They have characteristics from various aspects. They always develop according to changing times, while maintaining their characteristics as classical Islamic educational institutions.⁵⁰ Historically, the existence of Islamic Boarding School as a community-based Islamic religious education institution has a very important role in educating and creating a knowledgeable and religious society.⁵¹

Result

Strategic planning at Al-Mutmainnah Ponorogo Islamic Boarding School, by holding meetings between teachers, foundation administrators, and the community in formulating the vision, mission and goals of education at this institution. Determination of the organizational structure in the madrasah was also formulated together with the managers of the foundation. The preparation of short and medium term programs, and operational financing budgets are also determined based on the policies of the foundation management and the head of Islamic institution.

Implementation of strategies in managing this Islamic institution by controlling institutional administration, implementing a fundraising system from the community or donors for the continuity of educational operations at Islamic institution, obtaining operational/incentive financial assistance from the government of the Ministry of Religion in the province, as well as the government village of Winong Jetis, and does not collect tuition fees from students, invites the

⁵⁰ Nizah, N. (2016). Dinamika Madrasah Diniyah: Suatu Tinjauan Historis. *Edukasia : Jurnal Penelitian Pendidikan Islam*, 11(1), 181–202. <https://doi.org/10.21043/edukasia.v11i1.810>.

⁵¹ Irawan, K. A., Ahyani, H., Jafari, A., & Rofik, A. (2021). Peran Madrasah Diniyah An-Nur Dalam Pengembangan Pendidikan Islam Melalui Tradisi Keagamaan. *Jurnal Fitroh: Journal of Islamic Education*, 2(1), 52–65.

community, especially the guardians of students to participate in maintaining, preserving and maintaining the existence of the Al-Mutmainnah Islamic Boarding School so that their children are still happy to study religion and recite the Holy Qur'an at the Islamic Boarding School even though there are also many similar an education institutions around them.

The learning activities at Al-Mutmainnah Islamic Boarding School were finally carried out well even though all operational funding sources for education came from outside the institution, because the main goal was not mere material gain, but prioritizing the interests of the community, especially children around the institution who wanted to study religion and recite the Holy Qur'an. The main purpose of education is in the context of worshiping Allah, the teachers with sincerity teach and educate students so that they can recite the Holy Qur'an and understand religion and their morals can also be well maintained.

Evaluation of the strategy in managing Al-Mutmainnah Islamic Boarding School, was carried out by the head of this institution together with the foundation's management. A Leader of this institution monitors the strategic plans that have been planned beforehand, and the implementation of the strategy, is there a match between the planned strategy and the efforts made so far, if it is not optimal, a review will be carried out and improvements to strategic management will be carried out.

Strategy evaluation was also carried out through joint meetings with the Diniyah Takmiliah Coordination Association in Jetis sub-district to discuss matters related to the development and progress of Islamic Boarding School institutions in general, which were then conveyed to their respective institutions for follow-up.

Discussion/Analysis

Strategic planning at the Al-Mutmainnah Ponorogo Islamic Boarding School, by holding meetings between teachers, foundation administrators, and the community in formulating the vision, mission, and goals of education at this institution. Determination of the organizational structure in this institution was also formulated together with the managers of the foundation. The preparation of short and medium term programs, and operational financing budgets are also determined based on the policies of the foundation management and the head of institution. This is in line with the following theory:

According to R. David, as quoted by Ahmad Rusdiana, planning is the first step in implementing a strategy that has been prepared previously. The main objectives to be achieved in this planning stage are efforts to formulate plans (goals) and work program plans and budgets based on the vision, mission, goals and strategies formulated by the organization.

Strategic planning is part of the concept of development in planning, in which the planning process is included in the management function. According to Olsen and Eadie cited by Ahmad Rusdiana, that a strategic plan seeks to formulate various policies and activities that will be carried out in the future of the organization, and efforts to collect various comprehensive information about the sustainability of the organization both now and in the future.⁵²

The concept of strategic planning has develop over two decades as a response to having a need of planning that has dinamization for would permizives continued the efficient of decissions to be happiness againts the realities of now

⁵² Rusdiana, A. (2020). *Manajemen Strategik* (cET. 1). Pustaka Tresna Bhakti. <https://medium.com/@arifwicaksanaa/pengertian-use-case-a7e576e1b6bf>, 89.

conditions, and in term, corrected, and strike a more needs. An indicates in this government has been premised that strategic planning. Strategic planning has mayor purpose to support determination that will have longterm, wanted of consisten.⁵³

Implementation of strategies in managing Al-Mutmainnah institution by controlling institutional administration, implementing a fundraising system from the community or donors for the continuity of educational operations at this institution obtaining operational/incentive financial assistance from the government of the Ministry of Religion in the province, as well as the government village of Winong Jetis, and does not collect tuition fees from students, invites the community, especially the guardians of students to participate in maintaining, preserving and maintaining the existence of the Al-Mutmainnah so that their children are still happy to study religion and recite the Holy Qur'an at this institution even though there are also many similar religious education institutions around them.

The learning activities at this institution were finally carried out well even though all operational funding sources for education came from outside the institution, because the main goal was not mere material gain, but prioritizing the interests of the community, especially children around the institution who wanted to study religion and recite the Holy Qur'an. The main purpose of education is in the context of worshipping Allah, the Teachers with sincerity teach and educate students so that they can recite the Holy Qur'an and understand religion and their morals can also be well maintained.

This is in line with the following theory: The low price strategy emphasizes setting very low production prices, and the

⁵³ Steiss, A. W. (2017). *Strategic Management for Public and Nonprofit Organizations*. Eastern Hemisphere Distribution. <https://doi.org/10.4324/9780203912515>, 10.

target object is consumers who are very easily influenced by production prices, because price is a determining factor in all company policies. If this is related to Islamic educational institutions, of course, the main aspect in developing quality and quantity is not determined by the high operational costs charged to students who are internal customers.

The effort was made to attract student subjects to want to enter their educational institutions, with relatively low costs. As widely applied in non-formal educational institutions.⁵⁴ There are four the success of strategic implementation: colaboration between distribution, and producents, interactive operational withusing the workers and together fasility with buying of operational requerm ent, and interactive of investation that can istablished with the use of production fasility.⁵⁵

Evaluation of the strategy in managing the Al-Mutmainnah Ponorogo Islamic Boarding School, was carried out of this institution together with the foundation's management. A Leader monitors the strategic plans that have been planned beforehand, and the implementation of the strategy, whether the planned strategy is compatible with the efforts made so far, if it has not reached the maximum, a review will be carried out and improvements to strategic management will be carried out.

Strategy evaluation was also carried out through joint meetings with the Diniyah Takmiliah Coordination Association in Jetis sub-district to discuss everything related to the development and progress of Islamic institutions in general, which were then conveyed to their respective institutions for follow-up. This is in line with the following theory: Strategy

⁵⁴ Sembiring, Murphin Joshua & Fatihudin, D. (2019). *Manajemen Strategi Dari Teori ke Praktek* (Cet. 1). Qiara Media, 158.

⁵⁵ Anwar, M. (2020). *Manajemen Strategik: Daya Saing dan Globalisasi*.

evaluation is carried out on all elements of the organization, units, functional and work programs.

The role and duties of the leadership of educational institutions are to evaluate the strategies that have been previously set, whether they are running optimally or not. Unit leaders carry out evaluations related to the unit, functional heads carry out evaluations related to the functional activities of the institution. The leader of the activity program also evaluates whether the program is in accordance with the strategic plan or not.

The evaluation process is the final stage of the strategic management stage, namely as an effort to identify any deficiencies in the implementation of the strategy, and make corrections to the suitability between the strategic plan and the implementation of the strategy. The strategy evaluation process includes the following: determining standards, compiling monitoring efforts, comparing old and new work processes, evaluating results, correcting and reporting.⁵⁶

Conclusion

Strategic planning at Al-Mutmannah Ponorogo Islamic Boarding School, by holding joint meetings in formulating the vision, mission and goals of education, establishing organizational structures, and compiling short and medium term programs, as well as operational financing budgets are also determined based on the policies of the foundation management and leader of institution.

Implementation of strategies in managing this institution by regulating institutional administration, implementing a fundraising system from the community or donors, village

⁵⁶ Sutomo, S. (2007). Manajemen Strategis Organisasi Nirlaba. *Jurnal Administrasi Kebijakan Kesehatan*, 1(4), 176–187.

government incentives and the Ministry of Religion, free tuition fees, and inviting the community, especially the guardians of students to participate in maintaining, preserving and maintaining the existence of Al-Mutmainnah Islamic Boarding School.

Evaluation of the strategy in managing this institution, was carried out by a leader together with the foundation's management. A leader of this institution monitors the strategic plan, and attends joint meetings with the Diniyah Takmiliah Coordination Association in Jetis sub district to discuss everything related to the development and progress of them in general, which is then submitted to their respective institutions for follow-up.

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