Adapting to Changing Landscape: Strategic Planning and Change Management in Islamic Higher Education

Abdul Haris Abdullah[1*], Abdurahman R Mala[2], Baso Tola[3], Shinta Nento[4]

[1,2,3]Islamic Educational Management Department, Institut Agama Islam Negeri Sultan Amai, Gorontalo, Indonesia
[4]Islamic Educational Management Department, Institut Agama Islam Negeri Manado, Manado, North Sulawesi, Indonesia
Email: abdulharis120176@gmail.com[1], abdurrahmanmala@iaingorontalo.ac.id[2], btola123@iaingorontalo.ac.id[3], shintanento17@gmail.com[4]

Abstract:

This study aims to analyze the concept and process of strategic planning that can contribute to the success and effectiveness of strategic planning in Islamic universities by following the steps of strategic change developed by John Moore Bryson. The background of this study is based on the fact that the university environment, especially Islamic universities, generally still needs significant breakthroughs in strategic planning. The mixed method is used to consider the aspect of academic usefulness. First, the mixed method strategy gradually expands the findings. Second, the mixed method strategy combines quantitative and qualitative data into one piece of information to obtain a comprehensive analysis. The research findings show that the strategy model is an effort to integrate the main objectives and policies of the organization into a series of actions that can be relied on in achieving the organization at a certain point. The results of this study are expected to provide an essential contribution by identifying the gap between the John Moore-Bryson model and the strategic change model in the organizational environment of Islamic universities.

Keywords: *Strategic Planning, Strategic Change Model, John Moore Bryson*

Abstrak:

Penelitian ini bertujuan untuk menganalisis konsep dan proses perencanaan strategis yang dapat berkontribusi terhadap keberhasilan dan efektivitas perencanaan strategis di perguruan tinggi Islam, dengan mengikuti langkah-langkah perubahan strategi yang dikembangkan oleh John Moore Bryson. Latar belakang penelitian ini berangkat dari kenyataan bahwa lingkungan perguruan tinggi khususnya perguruan tinggi Islam umumnya masih kurang memiliki terobosan signifikan dalam bidang perencanaan strategis. Metode campuran digunakan mempertimbangkan aspek kegunaan akademik. Pertama, strategi metode campuran bertahap memperluas temuan. Kedua, strategi metode campuran menyatukan data kuantitatif dan data kualitatif dalam satu waktu menjadi satu informasi memperoleh analisis konprehensif. Temuan penelitian bahwa model strategi adalah sebagai sebuah upaya mengintegrasikan tujuan utama dan kebijakan organisasi dalam suatu rangkaian tindakan yang dapat diandalkan dalam pencapaian organisasi pada titik tertentu. Hasil penelitian ini diharapkan dapat memberikan kontribusi penting dengan mengidentifikasi kesenjangan antara model John Moore Bryson dan model perubahan strategis dalam lingkungan organisasi perguruan tinggi Islam.

Kata Kunci: *Perencanaan Strategis, Model Perubahan Strategi, John Moore Bryson*

INTRODUCTION

Higher education is under two different types of pressures: the first is financial, as the provider of public funds. The second refers to the political, economic, and social demands of higher education (Carpentier, 2021; McCann et al., 2022; Rosser, 2023). Under the new public management paradigm and public governance, higher education institutions have autonomy. It is now up to the institutions to bridge the gap between increasing internal and external demands for social services with the available and limited resources to enhance the efficiency and effectiveness of their work (Knies et al., 2024; Ko & Liu, 2021; Yin & Jamali, 2021). This task requires professional management for all types of higher education institutions that must professionalize their management system (Hautala et al., 2024; Pohlenz, 2022). In terms of the coordination triangle used to classify the higher education system according to the main influences of the state, market, or academic oligarchy, trends show the increasing importance of the market and competition.

The strategic planning model has three main parts. First, a discussion of what makes strategic planning for the public sector. This discussion is intended to clarify what strategic planning is and is not—second, noting their unique contributions to strategic planning research. Third, a broad assessment of the state of strategic planning research is currently organized in terms of prominent themes in literature and evaluation. Finally, they offered conclusions and a research agenda for the field of strategy (Bryson, 2021). The basic model for strategic planning consists of several steps, starting with a strategic analysis of changing institutional environments and the resulting external demands being mapped against the internal potential of the institution. These three steps, often accompanied by expertise from external advisors, are included in the planning field category.

Studies have discussed various models of change and strategic planning developed to improve organizational effectiveness, including in higher education environments. The basic model of change as a result of a study by Olafsen et al. (2021) which emphasizes the importance of modifying organizational strengths to ensure system behavior remains stable; the argument is the same as Khaw et al. (2023) and Bertassini et al. (2021) in their studies. Another version of the action research model is also emphasized as a cyclical approach involving data collection, diagnosis, and implementation of actions that can be evaluated and replicated (Saban, 2021). This model emphasizes the involvement of organizational members in the planned change process.

Another version of the study also revealed that the organizational industry and resource-based models offer different frameworks for formulating organizational strategy (Barney et al., 2021; Nayak et al., 2023; Lubis, 2022). The organizational industry model emphasizes the importance of structural analysis of the industry to determine the behavior of the company and its performance in the market position (Zeb et al., 2021; Akpa et al., 2021; Fu et al., 2022). Meanwhile,

the resource-based model focuses on the development or acquisition of unique resources and capabilities that are difficult for competitors to imitate, which serve as the basis of strategy and the primary source of company profitability (Iswan & Kihara, 2022; Furr & Eisenhardt, 2021). The combination of physical resources, human resources, and organizational capabilities is considered crucial in achieving competitive advantage (Banmairuroy et al., 2022; Darmawan & Grenier, 2021; Amaya et al., 2024). Both models show that organizational strategy is highly dependent on the analysis of the organization's external and internal environments.

The primary foundation of the research theory is the model of change strategy by John Moore Bryson (Bryson, 2021). John Bryson developed several strategies. Strategy formulation involves analytical methods, is vision-oriented, and is incremental. The analytical method aims to align strengths and weaknesses with identified opportunities and threats in environmental analysis. Strategies are determined by combining strengths and opportunities, strengths and threats, weaknesses and opportunities, and weaknesses and threats to achieve comparative advantages. The formulation of analytical method strategies uses data to help calculate the internal strengths and weaknesses of the organization as well as external opportunities and threats. After obtaining strategic options, an organization evaluates and selects the most effective strategy. The scientific analytical approach is powerful because it uses data based on facts, simplifies complex concepts into simple ones, and can be taught in practice.

RESEARCH METHODS

The variation of mixed methods is used with consideration of academic use aspects. First, the gradual mixed methods strategy expands the findings obtained from one method with findings from another method. For example, qualitative interviews were conducted first to obtain adequate explanations, followed by quantitative survey methods. Second, the simultaneous mixed methods strategy is to combine or merge quantitative data and qualitative data at the same time to form a single piece of information to obtain a comprehensive analysis. Third, the transformative mixed methods procedure uses a theoretical perspective lens of quantitative and qualitative data (Dawadi et al., 2021). This perspective provides a framework for research topics, methods for data collection (sequentially or concurrently), and expected results or changes.

This study uses a mixed methods design, a procedure to collect, analyze, and "mix" quantitative and qualitative data in several stages of the research process in a single study to understand the research problem more thoroughly (Kimmons, 2022). The reason for mixing is that both are insufficient if done only with one quantitative or qualitative method to understand the detailed situation and research issues, such as understanding the complexity of efforts to increase the effectiveness of planning strategies in higher education organizations through improving understanding of the steps of change strategy models. When used in combination, quantitative and qualitative methods complement each other and allow for more analysis.

This study uses one of the most popular mixed methods designs in educational research: sequential explanatory mixed methods design, which consists of two different stages. In the first stage, quantitative, numeric data will be collected using surveys, and the data will undergo path analysis. The purpose of the quantitative stage is to identify the potential predictive strength of the selected variables.

In the second stage, a qualitative multiple case study approach will be used to collect text data through semi-structured individual interviews or document analysis and available materials to help explain why certain external and internal factors are tested in the first stage. This approach is because quantitative data and results provide a general overview of the research problem of what internal and external factors contribute to and hinder change strategies in the effectiveness of higher education planning strategy programs. In contrast, qualitative data and analysis will further refine and explain these statistical results by exploring informants' perspectives.

The target population and sample in the study are the respondents and key informants, namely policy makers, including top managers, middle managers, and front-line managers who have authority and strategic decision-making either because of their position or their structural function in the environment of the Sultan Amai Gorontalo State Islamic Institute. There are 42 respondents or informants consisting of rectors, vice-rectors, deans, vice-deans, heads of quality assurance institutions at the institute, secretaries of quality assurance institutions at the institute, heads of faculty quality assurance institutions, and heads of study program quality assurance. All respondents or informants are considered primary targets without distinguishing their positions because they are considered homogeneous in terms of their duties and functions.

RESULTS AND DISCUSSIONS

The research results are divided into two parts, as in the mixed method: the results of processing quantitative data and the results of processing qualitative analysis data. The quantitative processing results include the Outer Model (convergent validity, composite reliability, and average) and the inner model (path coefficient, goodness of fit index). Meanwhile, the results of qualitative data processing are data collection and document data analysis.
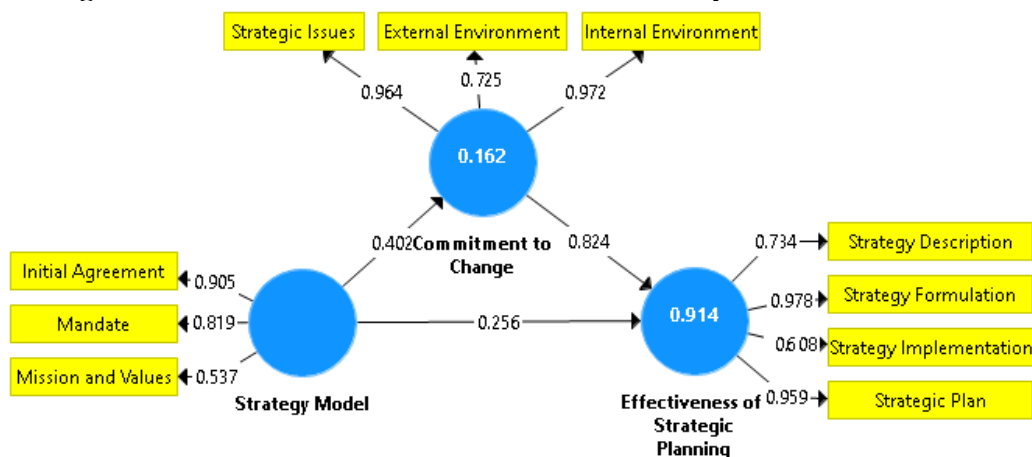

Figure 1. Outer Model

As Figure 1, the results of the analysis through SEM PLS illustrate that Commitment to Change is highly influenced by strategic, external, and internal environmental factors with loading factor values of 0.964, 0.725, and 0.972, respectively, indicating a strong influence of these factors. The Strategy Model is formed from three main elements, namely initial agreement (0.905), mandate (0.819), and mission and values (0.537), each of which has a different contribution to forming the strategy model. Meanwhile, the Effectiveness of Strategic Planning is influenced by strategy description (0.734), strategy formulation (0.978), strategy implementation (0.608), and strategic plan (0.959), indicating that the effectiveness of strategic planning is highly dependent on these four elements significantly.

Convergent Validity

Convergent validity (indicator validity) can be seen from the factor loading, if the factor loading value of an indicator is above 0.5 then the indicator is considered valid (in Table 1).

Table 1. Factor Loading

Variable	Indicator	Outer Loading
Strategy Model (X1)	Initial agreement	0.905
	Mandate	0.819
	Mission and values	0.537
Commitment to change (X2)	External environment	0.725
	Internal environment	0.972
	Isu Strategis	0.964
Effectiveness of strategic planning (Y)	Strategic plan	0.959
	Strategy formulation	0.978
	Strategy description	0.734
	Strategy implementation	0.608

The reliability by Table 2 of the construct can be seen from the composite reliability or Cronbach's alpha output, if the value of Cronbach's alpha is above 0.7 then the criteria are considered reliable.

Table 2. Composite Reliability

Variable	Composite Reliability
Strategy Model	0.807
Commitment to change	0.707
Effectiveness of strategic planning	0.704

Average

Average variance extracted (AVE), can be seen from the AVE output, if the AVE value is above 0.5 then it is said to have good convergent validity.

Table 3. Average Variant Extracted (AVE)

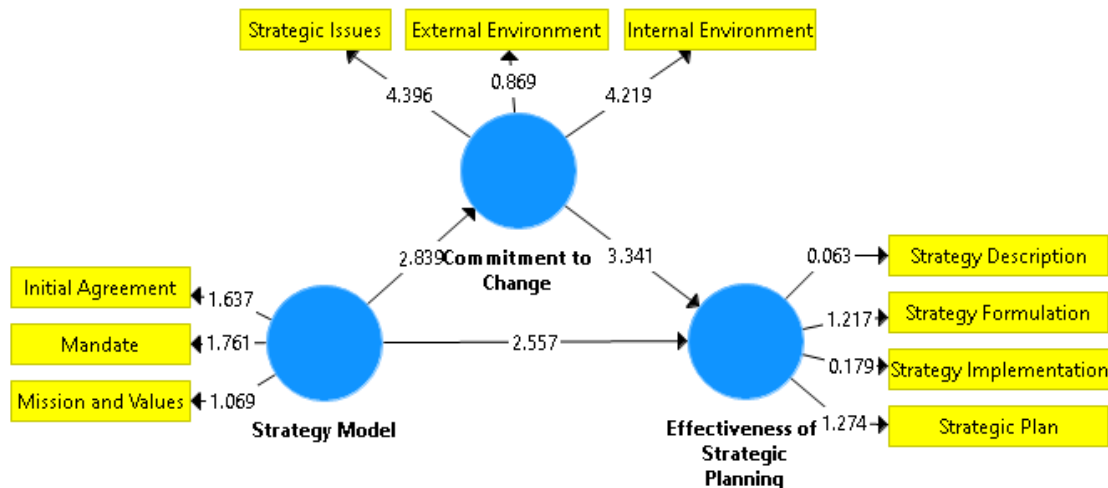| Variabel	AVE
Strategy Model	0.593
Commitment to change	0.685
Effectiveness of strategic planning	0.572

Output Inner Model

Figure 2 Inner Model

The inner model in Figure 2 shows the relationship between latent variables in strategic planning. Commitment to Change is influenced by three factors: Strategic Issues, External Environment, and Internal Environment, with estimated values of 4.396, 0.869, and 4.219, respectively, indicating a strong influence of internal and strategic factors on commitment to Change. Furthermore, the Strategy Model is formed from Initial Agreement (1.637), Mandate (1.761), and Mission and Values (1.069), indicating the importance of these elements in building an excellent strategic model. Commitment to change directly influences the effectiveness of strategic planning, with an estimated value of 3.341, and the strategy model directly influences the effectiveness of strategic planning by a value of 2.557. The Effectiveness of Strategic Planning is influenced by several elements, including Strategy Description (0.063), Strategy Formulation (1.217), Strategy Implementation (0.179), and Strategic Plan (1.274), which shows the contribution of each element in increasing the effectiveness of strategic planning.

Path Coefficient

The path coefficient indicates the strength of the independent variable's effect or influence on the dependent variable. Meanwhile, the coefficient of determination (R-Square) measures how much the endogenous variable is influenced by exogenous variables.

An R-Square result of 0.60 and above for latent endogenous variables in a structural model indicates a good influence of exogenous variables on endogenous variables. On the other hand, if the result is between 0.19 and 0.33, it falls into the weak category. For this research, the findings show that the R-square value is 0.91, which is considered high. Based on the inner model scheme shown in Figure 2, it can be explained that the paths in the model have positive path coefficients.

Goodness of Fit Index (GoF)

Decisions about goodness of fit are based on the Chi-Square value. The Chi-Square value in assessing the goodness of fit index explains the prediction

percentage of independent values towards dependent values. Based on data processing, it is known that the Chi-Square value for the model variables of strategy and commitment to change is 0.92. This value explains that the effectiveness percentage of strategic planning can be explained by the strategy model and commitment to change by 92%. Based on the data processing, the results are used to answer the research hypothesis. Hypothesis testing in this research is done by observing the t-statistic values and P-values.

The number of degrees of freedom (df) used to assist hypothesis testing in comparing the results of t-values and t-tables is calculated using the formula $n-k$ (Junaidi, 2014). where n = the number of observations, which is 12, and k = the number of variables (independent and dependent), which is 2. Therefore, the degree of freedom (df) in the research is $n-k$ = 12 - 2 = 10.

Considering the value of the degree of freedom (df), the researcher determines that the acceptance or rejection of hypotheses is based on the t-statistic value and P-values. If the t-statistic is > t-table = 1.812 and P-Values < α = 0.10, then Ha is accepted, and H0 is rejected, meaning there is a positive and significant influence. Conversely, if the t-statistic is < t-table = 1.812 and P-Values > α = 0.10, Ha is rejected, and H0 is accepted, meaning there is no positive and significant influence.

It is known that the research hypothesis is about the significant positive impact of the strategy model and commitment to change on the effectiveness of change planning strategies. The hypothesis testing results for the research show that the strategy Model) Moreover, (Commitment to Change) influences the dependent variable (effectiveness of change planning strategies).

The data processing results show that t-statistic H1 = 2.839 > t-table = 1.812 and PValues H1 = 0.038 < α = 0.10, then Ha is accepted, and H0 is rejected. This means the strategy model positively and significantly influences commitment to change.

The data processing results show that t-statistic H2 = 3.341 > t-table = 1.812 and PValues H2 = 0.054 < α = 0.10, then Ha is accepted, and H0 is rejected. This means commitment to change has a positive and significant influence on the effectiveness of change planning strategies.

The data processing results show that t-statistic H3 = 2.557 > t-table = 1.812 and PValues H3 = 0.04 < α = 0.10, then Ha is accepted, and H0 is rejected. This means the strategy model has a positive and significant influence on the effectiveness of change planning strategies.

Based on the first hypothesis testing results, respondents perceive that the strategy model is an effort to integrate the main goals and organisational policies into a series of actions that can be relied upon in achieving the organisation's goals at a certain point. Attention to initial agreements formed and the organisation's operations are related to the mandate entrusted by the community as part of stakeholders in higher education. Similarly, the agreed-upon mission guides organic orientation so that the direction of travel aligns with expectations to support the effectiveness of change planning strategies.

Similarly, for the second hypothesis, respondents focus on commitment to change by controlling the internal environment and identifying the strengths and

weaknesses of the organisation internally, including budget functions, products, and market expansion. Attention to the organisation's structure, culture, work processes, and assets is crucial. Furthermore, scanning the external environment to identify the organisation's opportunities and challenges is essential. Attention to external changes such as politics, economics, technology, law, and society, as well as external competitors, customers, and regulations, are crucial focus areas. Additionally, addressing strategic issues that provide opportunities for higher education organisations requires careful consideration to support the effectiveness of the planned strategies.

The third hypothesis suggests that commitment to change will significantly impact the effectiveness of planning strategies. If commitment to change focuses on the internal and external environments and strategic issues, then controlling the planned strategy, strategy formulation, strategy description, and implementation of how it should be carried out are crucial factors in enhancing the effectiveness of change planning strategies.

Collection of Data and Analysis of Document Data

The qualitative stage in this research focuses on explaining the results of the document analysis. A document study is an exploration of the data that can be collected. Detailed and in-depth data analysis involving various sources of literature information and rich context (Donkoh & Mensah, 2023; Dzwigol, 2022). John More Bryson's theoretical concept is the main factor in the analysis of the document study obtained. In this research, the case instrument departs from a study of the existence of John More Bryson's ten steps aimed at explaining specific problems in the effectiveness of change strategy planning, such as the extent of the strategy model and commitment of higher education organizations to change. It will be described and compared to gain insight into the problem as proposed in this research.

The primary qualitative data analysis technique is a detailed examination of the master development plan documents and strategic plans originating from previously obtained documents. Equally important in data processing is including in-depth observations of the analytical unit and higher education as the research object. Deep academic transcripts of the object are used to validate the information obtained from the document examination. The document examination protocol includes the ten steps of John More Bryson's model. The focus of the issue is on the alignment between the theoretical model of John More Bryson and the master development plan and strategic plan of higher education as the research object. An in-depth analysis of these documents is conducted to obtain a theoretical thread that aligns with the existing data. Qualitative results analysis compares the steps between John More Bryson's theory with the I.A.I.N. Gorontalo Strategic Plan summarized in Table 4.

Table 4. Comparison of Strategic Steps

No	Model John More Bryson	Strategic Plan Model	Notes
1	Comparison of Strategic Steps • Initial agreement	• Determined to change its status, namely to become a university • Have a strategic policy	Compatible

	• Assess the deal • Plan for planning		
2	Mandate • Condition • Hope	• Strengthening the academic field • Strengthening non-academic fields	Compatible
3	Mission and values • Objective • Stakeholders	• Having a big ambition to become a center of excellence in the study of islamic civilization in the eastern region of Indonesia • Having strategic steps towards planned, systematic, and sustainable changes, growth, and reform in all fields	Compatible
4	External environment • Political, economic, social, technological, educational, physical, legal trends • External environment • Political, economic, social, technological, educational, physical, legal trends. • Control resources (clients, customers, payers, members, regulators) • Competitors • Collaborator	• Institutional side, adapting, innovating and mobilizing quality human resources through modernization and improving quality services in the provision of higher education. Support for modern and quality educational resources is an absolute must	Compatible
5	Internal environment • Resources (people, economic, information, competencies, culture) • Main strategy (overall, departmental, business, process, function) • Performance (records, results, indicators, history)	• In the internal aspect of educational resources, make improvements to (1) the study program curriculum; (2) human resources (teaching and educational staff); (3) student recruitment; (4) learning process; (5) educational facilities and infrastructure; (6) academic atmosphere; (7) education financing; (8) quantity and quality of research and publications; (9) quality and relevance of community service implementation; (10) governance of higher education providers; (11) institutional management; (12) information system support; (13) application of the principles of good university governance; and (13) domestic and foreign cooperation	Compatible
6	Strategy issues • Direct approach, goal approach, vision of success, indirect approach, mapping, measurement approach, systems	• Strategic issues have actually been captured and addressed by the Ministry of Education and Culture in its Higher Education Long Term Strategy (HELTS) concept for 2003-2010. • In this concept there are three main	Compatible

	analysis	pillars, namely: (1) Providing autonomy and decentralizing authority and responsibility to universities; (2) creating healthy internal higher education organizations; and (3) the contribution of universities to increasing the nation's competitiveness	
7	Strategy formulation • 5 stage formulation • Mapping • Draft strategy	Based on the SWOT Analysis Matrix, the year's Strategic Plan focuses on two areas, namely: 1. Strengthening the academic field 2. Strengthening non-academic fields	Compatible
8	Assessment and adoption strategy plan	The implementation plan for this strategy and program is described as follows: 1. Academic Sector Implementation Plan 2. Implementation Plan for Non-Academic Sectors	Compatible
9	Description of future organizational strategy • Optimization of the vision of success	By preparing a Strategic Plan within a period of five years, commitment, consistency and high seriousness are required from the leadership levels at the institute, faculty, study program, institute, centers, UPT (technical support units), Bureaus, Sections and Sub-divisions. Part in implementing policies and future developments	Compatible
10	Strategy implementation	The operations of this Strategic Plan are realized in the form of an annual Work Plan which will be prepared at the institute, faculty, institution, bureau and even smaller unit levels. This Renja is an operational document which includes the planning and budget determination process and action plans. Therefore, before submitting the budget to the Ministry of Religion, the annual Renja has first been formulated.	Compatible

Table 4 compares the strategic steps proposed by John More Bryson's theory with the Strategic Plan of Sultan Amai Gorontalo State Islamic Institute. Based on this table, all steps in both strategy models are compatible with each other. The steps taken by Sultan Amai Gorontalo State Islamic Institute in its Strategic Plan are based on essential concepts in Bryson's theory, such as initial approval, mandate, mission, and values, as well as analysis of the internal and external environment. The application of strategic planning theory, as proposed by John More Bryson in organisations, including higher education institutions, has proven effective in directing change and achieving long-term goals.

Strategic planning (Williams et al., 2021; Sarta et al., 2021; Rosser, 2023) shows that systematic planning prepares organisations to face external dynamics, such as the political, social, and economic environments, with faster and more targeted adaptation. The application of strategic steps in the subject of study that aligns with Bryson's theory reflects consistency in decision-making and policy

formulation, supported by SWOT analysis and strengthening in academic and non-academic fields. Meanwhile, Tarigan & Siagian (2021), also in line with Retnandari (2022), emphasised that strategic planning helps improve institutional performance by arranging vision, mission, and strategic goals. This can be seen in Sultan Amai Gorontalo State Islamic Institute, committed to becoming a centre of excellence in studying Islamic civilisation and strategies to realise sustainable change. The alignment between the higher strategy model and Bryson's theory strengthens the effectiveness of management and policy implementation, as also supported by Bryson's research on public sector management.

CONCLUSION

The strategy model is an effort to integrate the main goals and organisational policies into a series of actions that can be relied upon in achieving the organisation at a certain point. Higher education organisations must emphasise commitment to change by controlling the internal environment and identifying the organisation's strengths and weaknesses, including budget functions, products, expanding reach (marketing), attention to structure, culture, work processes, and organisational assets. Commitment to change will significantly impact the effectiveness of change strategy planning.

The conceptual research findings, in this case, combine John More Bryson's theory with the results of quantitative and qualitative analyses of the development master plan and strategic plan data. Integrating theory, facts, and document analysis gives rise to relevant adoption for higher education in seeking the effectiveness of strategic planning. According to the researcher, the research's conceptual findings can be adapted to create a plan for strategic planning and development master plan preparation.

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