



## MADRASAH HEAD'S STRATEGY IN IMPROVING THE COMPETITIVE ADVANTAGE OF EDUCATIONAL INSTITUTIONS

**Chusnul Chotimah<sup>1</sup>, Afdus Salam<sup>2</sup>, Nurul Amin<sup>3</sup>, Miftahuddin<sup>4</sup>**

<sup>1,2,3</sup>Universitas Islam Negeri Sayyid Ali Rahmatullah, <sup>4</sup>SMK Sore Tulungagung

Email: [chusnul.chusnul@uinsatu.ac.id](mailto:chusnul.chusnul@uinsatu.ac.id)<sup>1</sup>, [afdus.tokz@gmail.com](mailto:afdus.tokz@gmail.com)<sup>2</sup>,

[amin.staimuhtlg@gmail.com](mailto:amin.staimuhtlg@gmail.com)<sup>3</sup>, [miftahuddinyasin72@gmail.com](mailto:miftahuddinyasin72@gmail.com)<sup>4</sup>

### Abstract:

The development of the current digital era demands a change in management in the world of education. Madrasas are one of the Islamic educational institutions that are required to be able to adapt to the times and meet the needs of society. Educational institutions that are unable to adapt to the times will stagnate, and may even go out of business. This paper aims to obtain an overview of the principal's strategy in increasing the competitive advantage of educational institutions at Madrasah Aliyah Negeri 1 Pasuruan. By using descriptive qualitative methods through in-depth interviews, participant observation and documentation, which are then analyzed, this paper gets the results; (1) Competitive advantages targeted by madrasas are strategies for developing academic and non-academic curricula, developing human resources and implementing the ITS Productistic Excellence program; (2) The process of implementing the strategy in madrasas is carried out collaboratively, by describing the strategies that have been formulated in the form of activities that support the implementation of the determined strategy. As for the technical implementation, the institution cooperates with internal and external parties. This paper contributes to the fact that internal and external collaborative strategies for educational institutions are very urgent for improving the quality of education.

**Keywords:** *strategy, head of madrasah, competitive advantage*

### INTRODUCTION

Moment This world education almost in all over corner world experience very significant change. However, the changes provide a signal in itself for educational institutions that are unable to adapt with development era. Matter the give rise to consequence on development part institution education Which stagnant, even impact the worst There is Which must roll mat. Along development era, challenge Which faced every institution education very heavy. Proven with mark competitiveness of some educational institutions has decreased, because the institution education the No capable change challenge become A opportunity. Inside other, government has apply policy For exists equality regulations, similarities in programs, and similarities in budgets for madrasas and public schools (RI, nd) .

This phenomenon is an important issue that must be addressed by the head madrasas in analyzing, determining and implementing strategies to increase the competitive advantage of educational institutions. One of them is the madrasah as an institution which is a manifestation of Indonesian culture which must be cared for and developed. (Habibi, 2020, p. 130) . Madrasah as an extension of Islamic boarding school is an institution that is able to maintain culture and absorb foreign culture through an internalization process without losing identity. (Azra, 1985, p. 73) (Chotimah, 2019, p.

22) . To maintain this, madrasahs need to exist strategies that are appropriate to current and future conditions and situations. This is so that madrasahs have a competitive advantage and are able to compete internally world good education At the moment nor period Which will come. Madrasahs are alpha generation printers that optimize brain function (Schwab, 2017) , artificial intelligence ( *Artificial intelligence* ), big data, nano technology, *quantum computing* , all aimed at the benefit of the people (Tjandrawinata, 2016) ; (Erfan Gazali, 2018, p. 96) .

Effective and efficient strategic implementation is the right solution to overcome the problems that occur in the world of education today. Strategic implementation is the most important stage of strategic management, formulation strategic And evaluation strategic No will means If implementation strategy failed to be implemented. In this case the researcher takes the research object in Madrasah Aliyah Negeri (MAN) 1 Pasuruan. Because according to researchers, madrasahs has maximized strategic implementation well, as part of most importantly from management strategic.

This is proven in the students' excellent achievements brilliant dikanca international, that is with win competition robotics in Okayama University. MAN 1 Pasuruan has outperformed 49 teams from 12 countries such as Japan, Malaysia, China, Korea, Taiwan, Hong Kong, and others. Totally there six schools representing Indonesia in Japan apart from MAN 1 Pasuruan. MAN 1 Pasuruan, become the only one madrasah Which represent Indonesia in event it is in Japan. Apart from that, there are also academic achievements achieved by participant educate, Wrong the only one is graduate of ( *output* ) MAN 1 Pasuruan almost most are accepted at State Universities (Preliminary observations in MAN 1 Pasuruan, 25 March 2021).

It is hoped that the results of this research will be able to make a contribution treasure science about implementation strategic, superiority competitive institution education and others. Based on the phenomenon above, researchers are interested For do study more deep in Madrasah Aliyah Country 1 Pasuruan about “ *Implementation Strategic Head Madrasah in Increase Superiority Competitive Institution Education in MAN 1 Pasuruan* ” in effort maintain And increase quality education as well as Power competitive institution education.

## **RESEARCH METHODS**

Study This use method qualitative descriptive. Method Data collection includes in-depth interview methods, participant observation And documentation. Researcher Act as partisipan And information study This are the head of the madrasah, all deputy heads of the madrasah and program supervisors superior madrasah. Data validity is carried out by triangulating sources. Meanwhile, the data analysis technique uses the theory of Matthew B. Miles & A Michael Huberman namely by condensing data ( *Data Condensation* ), presentation data ( *Data Display* ) and data verification/drawing conclusions ( *Data Verification* ) (Matthew & Miles, 2014) .

## **RESULTS AND DISCUSSION**

### **Excellence Competitive Which want to achieved Madrasah Aliyah Country 1 Pasuruan**

Face competition Which very strict, institution education must be plan offer Which satisfying customer education as market target Which more Good rather than offer competitor. By because That For face competitor institution education No only see need consumer the target, will but Also must think about strategic in face competitor so that superior.

Superiority competitive or superiority compete is something business For increase mark Power competitive institution education so that capable become quality institutions that are in demand by educational customers. In In order to realize competitive advantage, strategic determination is very necessary. Strategic Which intended in matter This that is unity decision Which formulated based on an analysis of internal and external factors to achieve goals institution education.

According to Michael E. Porter (Porter, 1997) competitive strategy is search will position compete Which profitable data something segment market, arena fundamentals place competition happen, And competitive advantages is ability something organization Which obtained through characteristics And source its power to have higher performance compared to the organization other in market Which The same. Superiority compete can obtained through utilization source Power Which owned institution education as well as How institution education the capable formulate And do strategic-startegic in the market. According to Kotler, superiority compete is an advantage over competitors that is obtained by offering consumer added value. (Kotler et al., 2006) . Competitive advantage coupled with organizational cultural values is a strategic resource that has the potential to produce continuous competitive advantage . (Barney, 1986, pp. 1231–1241) ; (Noor & Juhji, 2020, p. 3) .

Superiority competitive in institution education can materialized If strategic Which used contain element innovation, creativity, quality, And suitability between need Which owned customer education with provision of needs by educational institutions. There are two main principles need owned For reach superiority competitive, that is; (1) There is mark customer view, can interpreted as waiter education Which focused on customer needs and expectations, such as institutional accreditation and participant achievements students, (2) There is a unique educational program that is not owned by the institution education other.

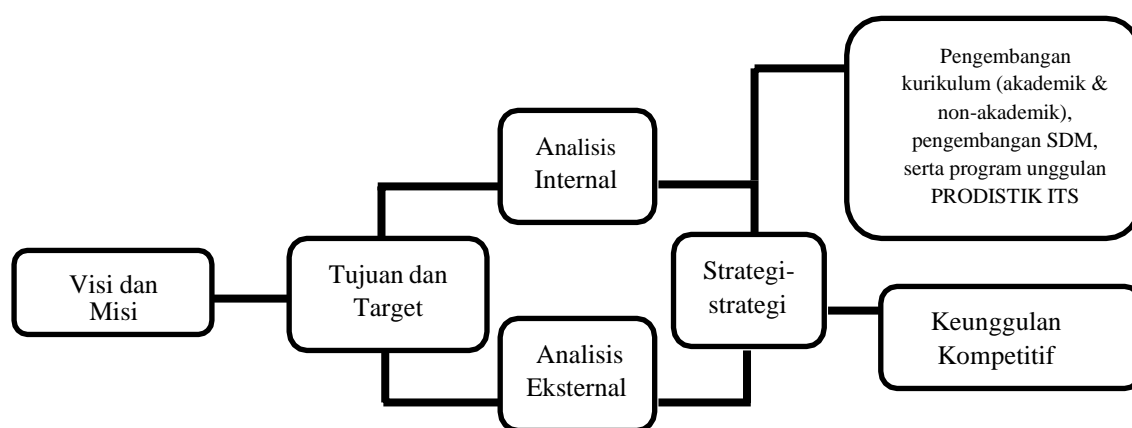
Study This done in MAN 1 Pasuruan specifically in Jl. Hall Village Glanggang No. 3A, Subdistrict Beji, Regency Pasuruan, Province Java East. Madrasah Aliyah Country 1 Pasuruan is institution education under under the auspices of the Ministry of Religion. This educational institution was founded in 1982. Institution education the allocated strategic based on location geographical Which is at in center subdistrict bangil Which have nickname village Arab And city Students. Based on results Observation And documentation researcher find that institution education Madrasah Aliyah Country Pasuruan has A accreditation and has carried out complex strategic formulations, Which can proven with preparation vision, mission, objective and targets, And determination strategic.

Madrasah Aliyah Negeri 1 Pasuruan has the vision of "Creating an Institution Islamic Education, Quality, Competitive, Moral, Karimah, and Insightful Environment" and has a mission to make MAN 1 Pasuruan a madrasa a future that is of interest to the community and becomes a quality madrasah with carry out a number of thing as following: *first*, Implementing conducive teaching and learning in an orderly madrasah environment, disciplined, safe, clean and beautiful with the support of adequate infrastructure adequate. *Second*, Creating personalities of madrasah residents who have faith, devotion, obedience worship, creed Islam Which strong, obedient in carry out worship And charity pious. *Third*, Increase Source Power Man with training Which quality for Teachers And Staff employee madrasa. *Fourth*, Increasing excellence in the areas of academic achievement and non-achievement academic for all inhabitant madrasa. *Fifth*, Add provisions in Skills base form I.T And multimedia, as well as mastery Language for student For enter in this world Work Which insightful global. *Sixth*, Creating inner and outer well-being, establishing an attitude of togetherness, and establishing harmonious and democratic relations between citizens in environment madrasa. *Seventh*, Realize attitude each other believe, have morals karimah And virtuous character Which Good in life at the madrasa And in outside madrasa. *Eighth*, Create Environment Which Healthy, clean And beautiful in accordance with draft Madrasah Adiwiyata.

Madrasah Aliyah Negeri 1 Pasuruan has long-term goals and targets short, intermediate And long Which can explained between others: *First*, Improving the quality of the academic field, especially for class XII students Exam National, as well as can lift score acquisition average UN minimum 6.00 – to 8.00, and can enter the top 10 in Competition activities Science Madrasah at the provincial level. *Second*, Increase quality field non academic, with make it effective implementation activity Extracurricular. *Third*, Instill confidence, understanding and experience of Islamic creed strong, high value of devotion to worship and Islamic behavioral performance as well as capable own

Skills practical religious as provisions proficiency life in society. *Fourth*, Preparing students who have graduated to continue to college tall country accordingly choice and interest student. *Fifth*, Prepare student Which has passed but No continue to college tall, with Skills computers with certificate prodisticITS. *Sixth*, Optimize potency madrasa so that own HR Which quality,as well as a performance climate full of kinship and Islamic brotherhood, has a spirit of excellence, a vision for the future with a commitment to empower quality madrasa as well as system management madrasa Which visionary, transparent dam accountable. *Seventh*, In 3 year forward MAN 1 Pasuruan can complete means infrastructurebasic and adequate for learning in stages covering space enough classes, Physics laboratory, Chemistry Laboratory, Laboratory Biology, Laboratory Mathematics, and Ma'had Building.

Madrasah Aliyah Country Pasuruan own a number of strategic For achieve predetermined goals and targets, namely by development curriculum, both academic and non-academic, developing human resources and implementing the ITS PRODISTICS flagship program in collaboration with Sepuluh Nopember Institute of Technology (ITS) Surabaya. To describe the flow from determination strategic researcher make chart as following:



**Picture 1. Stages Determination Strategies in Achievement Superiority Competitive**

Based on the data presented above, the researcher concludes that there is superiority The competitiveness that MAN 1 Pasuruan wants to achieve has been described in the objectives And target madrasah, as well as strategic Which formulated For achieving this is the strategic development of academic, non-academic, development HR as well as application Featured program PRODISTICS ITS.

**Madrasah Principal's Strategic Implementation Process in improving Superiority Competitive**

In effort achievement excellence competitive Which has determined Madrasah Aliyah Negeri 1 Pasuruan by setting goals and targets. In process implementation strategic, a head madrasa must utilize source Power man And source Power non man with GoodFor realize strategic the. Put source Power man withcarefully according to expertise in their respective fields and use non-human resources to the maximum extent possible will be able to realize established strategy. However, on the contrary, if human resources and source Power non man No managed with Good so impossible strategic will materialized in accordance with the What which has determined beforehand.

After the strategic determination process is complete, the next process is: implement the strategies that have been formulated, namely by real action expressed in the form of action in the field. Here the researchers will explained One one by one implementation strategic Which done by MAN 1 Pasuruan.

**Curriculum Development**

In Islamic education, the curriculum is one of the components very determining in an educational system, because the curriculum is tool For reach objective education

And at a time as guidelines in implementation teaching on all type And level education. Development curriculum have two characteristic, ie development Which nature academic and non-academic. These two aspects are realized through the program in activities. Activity Which nature academic That Alone is articulation Language English, articulation Language Arab For class x, activity religious, as well as application system SKS for student Which own intelligence on average. This program is a form of innovation from the acceleration class that is taking educational level for 2 years. The acceleration program has been implemented 5 year Which Then. activity Which nature non academic is form extracurricular, Wrong one of them is robotics. (Interview head Madrasah, 2021). Matter the strengthened by explanation representative head madrasa field curriculum related technical implementation program its implementation party school collaborate with internal and external parties such as BEC ( *Besic English Courses* ) Kediri, UIN Poor For year Which Then, whereas year Yesterday with UIN Surabaya And ITS Surabaya (WAKA Curriculum, 2021).

### **Coaching Teacher And Employee**

Coaching Teacher And employee is business planned from something organizations to improve their knowledge, skills and abilities teachers and employees have to be able to work professionally. About coaching Teacher And employee, Father head madrasa said that Coaching earmarked to all Teacher And employee Good Which new or the old one. We carry out training regularly in the form of workshops, training, and seminars. We carry out internal coaching at the school 3 times, namely at the beginning of the year, middle of the year, and at the end of the year according to the field respective expertise (Madrasah Principal Interview, 2021). Amplified answer representative head Madrasah field Public Relations Which explain that coaching in done three times a year, the coaching is intended for teachers as well as employees. Activities include work shops, training and seminars with invited speakers from various circles, one of which was the Ministry of Religion (Waka Humas, 2021).

### **ITS Prodistics Flagship Program**

Characteristic features school Which have quality education Which tall is school Which capable satisfying his customers. Wrong One form satisfaction customer, that is with see suitability need customer to service as well as product Which served by organization/institution education. Remember And pay close attention that Madrasah Aliyah Country 1 Pasuruan located in Regency. Pasuruan Which have basic city industry, Madrasah Aliyah Country 1 Pasuruan take road breakthrough in form program superior prodistic ITS Surabaya as battering ram Power competitive as well as enhancement quality education. From results interview Which researcher do with Father Head Madrasah MAN 1 Pasuruan regarding the presentation of ITS Surabaya's superior prodistics program, he said that Program the required for all over participant educate, program This planned so that graduate of Which No continue level college tall can have provisions skill For Work in company/open field own work. This superior program is also beneficial for students who continue education to level college tall, Because in the program the taught *Microsoft Office* , *Design Graphics* , And make media learning use application like *Adobe Flash* as well as application other. Program this is implemented 10 years ago. Madrasah collaborates with ITS Surabaya in matter administration And technical its implementation. *Outputs* program This is participant educate get skill special in field certain as well as get certificate Which published by ITS Surabaya through evaluation middle semester And evaluation end semester (Interview Head Madrasah, 2021).

In implement strategic Which has formulated, MAN 1 Pasuruan formulate a number of activities Which support implementation strategic Which has determined. Technical implementation activities the institution Work The same with party internal nor external in frame realize strategic Which has formulated. Furthermore about accountability at each field, head madrasa give trustworthy to coordinator on each field as underwriter answer implementation activity. However, head madrasa No as well as immediately let go responsibility to coordinator, head madrasa do observation, supervision, And checking in a way direct as form that head madrasa follow share in

responsible on success activity sake realize strategic Which has been determined effective And efficient.

On basically implementation strategy is action real implement strategy Which has We arrange into the various allocation resource in a way optimal. The manifestation of the determined strategy is the program of activities implemented. And from this program, institutions will know their potential, positioning with competitors, and will be able to measure the competitive advantage they are fighting for. Therefore, competitive strategy is one of the main solutions in looking at competition. (Bashori, 2017) . In other words, competitive advantage is one of the ability to formulate strategies, implement them strategy by using formulation strategy For help formation goals performance, allocation, And priority resources (Akdon, 2006) .

Prime Masrokan Also confirm that implementation strategy describe method reach objective Which has formulated by organization. Activity This is advanced from formulation strategy Which have a number of principle activity yeah: (a) analysis choice strategy And key success, (b) determination objective, target And strategy (policy, program And activity), (c) implementation, monitoring and supervision system that must be formulated with clearly based on the results of the analysis that has been carried out to achieve the objectives in a way effective and efficient (Mutokhar, 2014) .

In this process, a madrasa head is required to work extra hard hard in move all component HR Which There is For implement strategy which has set. Because from third stage management strategic, matter hardest Which need attention extra is implementation strategic. Explanation the strengthened by All Which asserts that, of the three elements of strategic management, it is the most difficult to done is implementation strategy. Process implementation deep strategy management school covers whole activity managerial Which covers circumstances like motivation, compensation, award management, And process supervision (Sagala, 2013) . So that the process of implementing this program can run In accordance with what is expected, there must be an appropriate controlling system. *Top leader* must capable carry out role This with as good as Possible And accompanied with the implementation of coaching based on the results of the records obtained during carry out function *controlling* (Mutokhar, 2014) .

Therefore, as a madrasa head, there are two big tasks carried out in the implementation of confident strategies; The first task is process implementation strategic This truly managed \_ with as good as Possible so that What Which has formulated previously Can accomplished with Good And in accordance with shared hope. The second task is to optimize resources Which There is Good resource man nor source Power non man as well as do supervision as good as Possible For realize implementation implementation strategic according to the plan. This is similar to Anatan's findings (Anatan, 2005, p. 10) which states that the integration of human resource functions and institutional strategy is very important to create competitive advantage.

## CONCLUSION

Process application strategic in MAN 1 Pasuruan done with describes the strategies that have been formulated in the form of activities activities that support the implementation of predetermined strategies. Technical In its implementation, the institution collaborates with internal and external parties. Furthermore about accountability head madrasa give trustworthy to coordinator on each field as underwriter answer implementation activity. However, head madrasa No as well as immediately let go responsibility to coordinator, head madrasa do observation, supervision, And checking in a way direct as form that head madrasa follow share in responsible on success Activities Based on the results of research and development of the Islamic.

## REFERENCES

Akdon, A. (2006). Strategic management for educational management. *Alfabeta, Bandung*, 2008–2012.

- Anatan, L. (2005). Meraih keunggulan kompetitif berkelanjutan melalui pengintegrasian fungsi sumber daya manusia dalam strategi bisnis. *Jurnal Manajemen Maranatha*, 4(2), 28–40.
- Azra, A. (1985). Surau di Tengah Krisis: Pesantren dan Perspektif Masyarakat. *Dalam Rahardjo (Ed.), Pergulatan Dunia Pesantren Membangun Dari Bawah, Jakarta: LP3ES*.
- Barney, J. B. (1986). Strategic factor markets: Expectations, luck, and business strategy. *Management Science*, 32(10), 1231–1241.
- Bashori, B. (2017). Strategi Kompetitif Dalam Lembaga Pendidikan. *TADRIS: Jurnal Pendidikan Islam*, 12(2), 161–180.
- Chotimah, C. (2019). INOVASI KELEMBAGAAN PONDOK PESANTREN MELALUI TRANSFORMASI NILAI: Studi Kasus Di Pondok Pesantren Amanatul Ummah Pacet Mojokerto. *At-Turats*, 13(1), 21. <https://doi.org/10.24260/at-turats.v13i1.1317>
- Erfan Gazali. (2018). Pesantren Di Antara Generasi Alfa Dan Tantangan Dunia Pendidikan Era Revolusi Industri 4.0. In *OASIS : Jurnal Ilmiah Kajian Islam*.
- Habibi, N. (2020). Manajemen Pengembangan Madrasah yang Unggul dan Kompetitif. *Southeast Asian Journal of Islamic Education Management*, 1(2), 130–145.
- Kotler, P., Pfoertsch, W., & Michi, I. (2006). *B2B brand management* (Vol. 357). Springer.
- Matthew, B., & Miles, A. (2014). A, Michael. Huberman & Johnny Saldana. *Qualitative Data Analysis A Method Source Book Edition*, 3.
- Mutokhar, P. M. (2014). *Manajemen Mutu Sekolah, Prim Masrokan Mutohar.pdf* (p. 308).
- Noor, W., & Juhji, J. (2020). Integrasi Budaya Prestasi pada Fungsi Perencanaan Pembinaan Mutu Dosen. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 4(1), 1–12.
- Porter, M. E. (1997). Competitive strategy. *Measuring Business Excellence*, 1(2), 12–17.
- RI, K. (n.d.). *Kemenag Perjuangkan Persamaan Regulasi, Program, dan Anggaran Madrasah*. Retrieved March 4, 2023, from <https://kemenag.go.id/read/kemenag-perjuangkan-persamaan-regulasi-program-dan-anggaran-madrasah-58qbx>
- Sagala, S. (2013). *Manajemen strategik dalam peningkatan mutu pendidikan: Pembuka ruang krativitas, inovasi dan pemberdayaan potensi sekolah dalam sistem otonomi sekolah*.
- Schwab, K. (2017). *The fourth industrial revolution*. Currency.
- Tjandrawinata, R. R. (2016). Industri 4.0: Revolusi industri abad ini dan pengaruhnya pada bidang kesehatan dan bioteknologi. *Jurnal Medicinus*, 29(1), 31–39.