



MANAGEMENT STRATEGY DEVELOPMENT OF THE FURUDUL AINIYAH MOVEMENT PROGRAM

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Abstract:

This research the Management Strategy Development of the Furudul Ainiyah MTs Syafiiyah Besuk Program. This research uses a qualitative case study approach, the research subjects consist of the Head of the Madrasah and several Deputy Heads. Data collection techniques use interviews, documentation, observation. Data analysis techniques use data reduction, data presentation, and drawing conclusions. The focus of this research is that the researcher wants to describe the Management Strategy Development of the Furudul Ainiyah MTs Syafiiyah Besuk. This research data was obtained through interviews, observation and documentation. In the next stage, researchers checked the validity of the data by extending participation, diligent observation and triangulation. To get more accurate and reliable results, researchers conducted interviews with the Head of Madrasah, Head of Student Affairs, Head of Curriculum and Teachers at MTs Syafiiyah Besuk. The research results show that strategic management through the Furudul Ainiyah Program has a positive impact on religious education, morality and the character of students at MTs Syafiiyah Besuk. SWOT analysis-based strategy formulation provides a strong basis for understanding internal strengths, identifying external opportunities, and overcoming challenges and weaknesses. The implementation of the strategy shows that innovative teaching methods create an interesting learning environment, encourage student participation, and strengthen understanding of religious values in character formation. Evaluation of key strategies for sustainability and continuous improvement, with evaluation results highlighting successful implementation and identifying areas of potential improvement, such as expanding parent involvement or adapting teachers' teaching methods at MTs Syafiiyah Besuk.

Keywords: *Development, Furudul Ainiyah. Strategy Management*

INTRODUCTION

Strategic management forms the basis for aligning an organization's vision and mission with environmental dynamics, enabling adaptation to change, and optimizing resources to achieve competitive advantage. Involving SWOT analysis, strategy formulation, implementation and evaluation, strategic management is a key instrument in directing an organization's steps towards success and sustainability in a dynamic business era.

Education in this modern era requires a holistic and integrated approach to ensure optimal student development. One important aspect in educational development is the implementation of special programs that not only emphasize academic aspects, but also moral and spiritual values. One program that has a holistic focus is the Furudul Ainiyah Movement, which is the core of student development at Madrasah Tsanawiyah (MTs).

The furudhul ainiyah movement at MTs Syafiiyah Besuk Probolinggo is a

superior program that is being implemented because it is motivated by the conditions of the madrasah environment and the community environment in remote areas of Probolinggo Regency, so it really needs to be supported by a character strengthening program which aims to form moral character in students at the Madrasah. To achieve this goal, development strategy management is important in ensuring the sustainability of this program at MTs Syafiiyah Besuk. As explained by the Head of Curriculum at MTs Syafiiyah on January 8 2024, "the implementation of this program is to shape the students' character into one with good morals, so that when they graduate, they will certainly bring provisions to the community, such as having good manners and of course good manners. ”.

Based on conditions in the field, researchers see that the Furudhul Ainiyah Movement program in an effort to shape student character has gone well. However, there are several obstacles which are important points for the realization of a successful program. From this problem, education about reading and memorizing the Al-Qur'an is needed because the GEFA program can improve memory skills and also think more critically. If the GEFA Program is an example of a superior program, of course they can compete in the academic world by balancing their academic learning with the holding of this program. The GEFA program is also a noble and good activity. If a child is able to learn Aqidah, Tauhid related to religious material, Allah promises him and his parents heaven.

In terms of strategic management, Budiman stated in his research that strategic management of Islamic education, namely strategic management, is the science of formulating, implementing and evaluating cross-functional decisions that enable organizations to achieve goals (Budiman and Suparjo 2021).

Meanwhile, Adilah said that strategic management in improving the quality of education consists of four stages, namely environmental analysis, formulation, implementation and evaluation (Adilah and Suryana 2021). Meanwhile, in the concept of developing the Furudul Ainiyah Movement Program, Ziyatul Waladah is of the opinion that 1) The GEFA (Furudhul Ainiyah Movement) program is carried out by memorizing material and implementing it, 2) Evaluating assessments according to standards and is a requirement for students to take semester assessments. 3) Supporting factors for implementing GEFA (Waladah and Azah 2020). Meanwhile, Nur Aisyah said that the foster carers improved Furudhul Ainiyah through a strategy of material provision, supervision and monthly evaluation of the students' abilities and development, for more organized and optimal development (Aisyah and Zakiyah 2023). According to Agus, coaching with furudhul ainiyah, supervision and evaluation of the students' academic development are strategies that can be implemented by foster carers (Agus R and Aliah 2020). Abdullah said that the ASSURE approach used by teachers in teaching Furudul Ainiyah material can create learning conditions that are effective, efficient and meaningful (Abdullah et al. 2023). According to Zahra, the role of foster carers in educating and fostering the independence of students at the Darussa'adah Lirboyo Islamic boarding school is very significant. Foster guardians have an important role in accompanying and guiding every aspect of the students' daily lives, both in terms of worship, study activities and extracurricular activities (Zahra and Khoiruddin 2023).

The uniqueness (novelty) of the research above can be seen from the application of strategic management concepts that can develop the Furudul Ainiyah Movement program. This approach not only emphasizes academic aspects, but also moral and spiritual values. By integrating the Furudhul 'Ainiyah Movement into strategy development, Madrasah Tsanawiyah aims to create graduates who are not only scientifically competent, but also have integrity and high moral awareness in accordance with the teachings of the Islamic religion. This step is positive progress to ensure that Madrasah Tsanawiyah graduates not only develop in academic capacity, but also become individuals who contribute to society.

The importance of strategic management lies not only in program planning and implementation, but also in continuous evaluation and adjustment according to the dynamics of the educational environment and student needs. Through this study, it is

hoped that it can provide better insight into how strategic management can be the main pillar in increasing the effectiveness and efficiency of implementing the Furudul Ainiyah Movement program at MTs Syafiiyah Besuk.

To achieve all this, good strategic management is needed. In implementing strategic management, 3 important stages are required, namely strategy formulation, strategy implementation, strategy evaluation. And MTs Syafiiyah Besuk provides the Furudul Ainiyah Movement program. Not only prioritizing formal education, MTs is able to balance the needs of students for their future, namely general education and religious education. On this basis, researchers are interested in conducting research at MTs Syafiiyah Besuk. As for the aim of this research, How strategic management develops the furudul ainiyah movement program at MTs Syafiiyah Besuk, this research not only aims to provide a deeper understanding of the role of strategic management in the context of Islamic education at MTs, but also makes a positive contribution to the development of Islamic education as a whole. wider.

RESEARCH METHODS

This research is a qualitative descriptive study that focuses on customer emotions at MTs Syafiiyah Besuk. Data was obtained through interviews, observation and document study. The main data source comes from interviews with the Head of Madrasah, Deputy Head of Curriculum, Permanent Teachers, and Students. Direct observation at the research location, namely MTs Syafiiyah Besuk. Secondary data was obtained from Islamic boarding school documents, including data regarding the development of students. Data collection techniques involve interviews and observation. Data analysis was carried out using the Milles & Huberman concept, which includes presenting the data as a whole, data reduction, and sorting and selecting data according to the research theme. This process aims to conclude research findings carefully and in depth.

This research uses a qualitative case study type method with a multi-site design. The case study in this research is in-depth research about an individual, a group, an organization, an activity program, and so on at a certain time. The data collection technique in this research was carried out circularly using three approaches, namely; 1) participant observation; 2) in-depth interviews with 4 people (Head of Madrasah, Deputy Head of Curriculum, Permanent Teachers, and Students); and 3) documentation. Meanwhile, data analysis in this research was carried out through; data reduction, data presentation, and drawing conclusions or verification.

This research describes the implementation of strategic management in developing the Furudul Ainiyah Movement program at the MTs Syafiiyah Besuk Institute which of course requires 3 important stages, namely strategy formulation, strategy implementation, strategy evaluation.

RESULTS AND DISCUSSION

In formulating a strategy for developing the Furudul Ainiyah Movement Program in madrasahs, careful and directed steps are crucial. First of all, it is necessary to carry out an in-depth identification of the main objective of the program, namely developing religious education, morality and the character of students. This of course requires involving key stakeholders such as teachers, students, parents and other related parties, in the strategy formulation process which is an essential first step to understand the needs and expectations of each party.

Strategic formulation is often seen as a strategic or long-term plan in the process of formulating mission, vision, goals, strategies and policies that are achieved in strategic formulation, strategic factors or the current situation. Strategy Formulation is the basis of strategic management which is formulated with the environment being studied. Several indicators of strategy formulation are strategic management concepts, strategic management processes, vision, mission, goals and objectives, SWOT analysis, strategy creation and strategy control.

Implementation of strategic management carried out in educational institutions

in their respective main tasks. The implementation of strategic management is based on a master plan for school development which is carried out with various activity programs, such as teaching and learning processes, service units, regional centers, increasing cooperative relations with other institutions, developing resources, and socializing the existence of the school. The implementation of strategic management that has been realized in educational institutions needs to always continue to be evaluated and controlled so that the stated goals can be achieved optimally (Irani, Murniati, and Khairuddin 2014).

From the quote presented by Kabul Suprayitno, he said that strategy formulation is often seen as a strategic or long-term plan in the process of formulating mission, vision, goals, strategies and policies that are achieved in strategic formulation, strategic factors or the current situation. Strategy formulation is the basis of strategic management which is formulated with the environment being studied. Several indicators of strategy formulation are the strategic management process, vision, mission, goals and objectives, SWOT analysis, and strategy control (Kabul Suprayitno 2021).

From the results of the findings and theory above, it can be concluded that the formulation of the strategy for developing the Furudul Ainiyah program at MTs Syafiiyah Besuk strengthens Kabul Supriyono's theory, where the vision is to realize religious people and the mission of developing students' potential according to their interests and talents as well as increasing students' competence through intensive coaching both academically and non-academic. The aim is to produce students with good character and morals, facilitate students in learning to memorize the Qur'an and provide talented students with capital for secondary school. The SWOT analysis of madrasas is part of the standard assessment that madrasas have a self-development program, namely the Furudul Ainiyah Movement program. Its strengths are its teaching staff or mentors, quite a lot of enthusiasts, full support from the madrasa head. The weaknesses are the ups and downs of student enthusiasm and motivation, there is no dormitory. Opportunities for support from parents, career paths for students for secondary school and the image of the institution improves. And finally, researchers did not find any significant fatal threats that resulted in the Furudul Ainiyah program not running.

a. Strategy Management, Process The Furudul Ainiyah Movement program has been implemented at MTs Syafiiyah more than 2 years after the pandemic. As stated by Aminuddin as the head of the MTs Syafiiyah Besuk madrasah, he said that this program has been running for more than 2 years after the pandemic. Seeing the rapid development of students through this program makes the teaching staff feel happy and participate more actively. The GEFA program includes activities such as reciting the Koran together and memorizing short letters, carrying out dhuha and noon prayers in congregation, as well as providing a platform for students to develop their interests and talents. Masi'on emphasized that, in developing this program, of course there are many strategies in it and what the education staff at MTs Syafiiyah do is to embrace each other and participate so that the program being held runs smoothly. It can be concluded that the process of strategic management in developing the Furudul Ainiyah Movement (GEFA) is running smoothly and it can be seen that many students whose output is of better character and have good morals. MTs Syafiiyah Besuk Furudul Ainiyah Movement Program that the vision and mission of the madrasa which is the basis of the goals and objectives of the furudul ainiyah program can run and develop well which is taken from the vision of realizing religious people and the mission of developing students' potential according to their interests and talents as well as increasing student competence through coaching, intensive both academic and non-academic. Therefore, the Furudul Ainiyah Movement program was formed with the aim of producing students with character and good morals, and becoming a forum for developing the interests and talents of its students. MTs Syafiiyah Besuk provides and develops a vision and mission as well as goals and objectives starting with detailing the vision, mission, goals and targets that have been set. The vision provides the long-term direction of the madrasah, while the mission becomes the basis for the values and principles of implementation. Goals and targets are then identified as concrete steps to achieve the vision and mission. This was

emphasized by the head of the MTs Syafiiyah madrasah that, by thoroughly understanding the vision, mission, goals and objectives of the madrasah, strategy development can be a strong foundation for achieving holistic and sustainable quality Islamic education. b. SWOT Analysis, The Furudul Ainiyah Movement Program at MTs Syafiiyah Besuk is an identification of strengths, weaknesses, opportunities and threats that may occur in implementation. As stated by Sholehati Ningsih, head of curriculum, there is a draft SWOT analysis for the furudul ainiyah movement program itself which makes it superior because the habit of reciting the Koran influences other behavior and also has an impact on activities carried out daily such as prayer, other habits. little habit. There is no harm in building the character of students through this program, such as memorizing the Qur'an, for future education there is also a guarantee of scholarships for memorizing the Qur'an. Based on the results of the interview above, it can be concluded that MTs Syafiiyah Besuk analyzes the internal and external environment through SWOT analysis, one of which is the strength of the Furudul Ainiyah Movement program is the involvement of teaching staff in implementing this program which can provide opportunities for their professional development. Teachers become more involved in designing creative and innovative learning strategies to ensure program effectiveness. Then, the weakness of the Furudul Ainiyah Movement program is that the students experience ups and downs in enthusiasm or even lack of motivation to study harder. The opportunity for the Furudul Ainiyah Movement Program is support from parents for students to continue to contribute and implement the program, because the aim of implementing this program is to form a strong religious attitude. This program contributes to the formation of individuals who are not only academically intelligent but also have high moral concern. There is no threat to the Furudul Ainiyah Movement Program which will have a fatal effect because all parties, both internal and external, are able to work together well for the success of this program.

Implementation of the strategy through the development of the Furudul Ainiyah Movement Program in madrasahs has had a significant positive impact on students, teachers and the educational environment as a whole. One important step in this strategy is improving the curriculum, by adding components that delve deeper into religious values, morality and character. Teachers who receive additional training can implement this curriculum through innovative teaching methods, ensuring students are actively involved in understanding and applying these values in everyday life. Strategy implementation is the action of a predetermined strategy formulation. Strategy implementation aims to ensure that the strategy formulation that has been created can be implemented properly so that it truly achieves the goals or directions that have been determined. The results of the discussion of the implementation of the Furudul Ainiyah program strategy in madrasahs show a number of positive achievements that can support the vision and mission of Islamic education. There is a significant increase in student learning outcomes, both in the aspect of memorizing the Al-Qur'an and understanding Islamic values. Overall, the implementation of the Furudul Ainiyah program strategy in madrasahs has had a fairly large positive impact, but there needs to be continuous improvement so that this program can continue to develop and provide maximum contribution to Islamic education in the madrasah.

From the findings above, it is in accordance with the theory explained by Solikhah, strategy implementation is the action of a predetermined strategy formulation. Strategy implementation aims to ensure that the strategy formulation that has been created can be implemented properly so that it truly achieves the goals or directions that have been determined. According to Hunger and Weheleen in Nur Kholis' book, "strategy implementation is the management process of realizing strategies and policies with actions through the development of programs, budgets and procedures (Sholikhah 2022).

a. Strategy management implementation process The implementation process of the Furudul Ainiyah Movement program is carried out routinely. The process of implementing strategic management at MTs Syafiiyah Besuk, activities from the GEFA program are scheduled every day according to the subjects in each class. However, it goes

back to the methods applied by each teaching staff because this GEFA activity is only charged by one teaching staff, namely the homeroom teacher. Some of the activities carried out in the GEFA program are memorization, murojaah, and reciting the Koran together. MTs Syafiiyah carries out the strategy implementation process of the Furudul Ainiyah program starting with an in-depth understanding of the essential aspects contained in the program. The initial stage involves developing a detailed and measurable action plan, including appropriate resource allocation. Furthermore, related parties are involved in implementation, including teachers, students and parents, to achieve synergy in program implementation efforts. Yusri, as deputy head of the madrasa at MTs Syafiiyah, said that the method used by teaching staff is to involve each class teacher so that there are teaching staff who directly monitor the activities carried out by students. Based on the results of interviews from both parties, Sufii also explained regarding the strategy implementation process of the Furudul Ainiyah program that, in implementing the strategy, involvement and linkages between departments or units are the key to optimizing cooperation and coordination. In addition, adaptability in the organizational structure is important to adapt to changes in the external environment or internal needs.

b. Organizational structure analysis Analysis of the organizational structure at MTs Negeri 2 Jember is determined based on existing quality. As stated by Masi'on as the class teacher, this Furudul Ainiyah Movement Program become one unit with other programs, including curriculum programs, namely language, science, social studies and others. So, there is no longer an organizational structure in it, but only one command in the program." The Head of Madrasah MTs Syafiiyah Besuk also said that, in organizing this program we did not need a structure because this program runs through solidarity between teaching staff and students. Continuous monitoring of organizational performance, evaluation of results, and improvement as necessary. With a supportive organizational structure, strategy implementation can run more efficiently and purposefully, supporting the achievement of the organization's vision and mission. So, it can be concluded that the strategy implementation process of the organizational structure begins with a deep understanding of the roles and responsibilities of each unit or section in achieving organizational goals. A clear and well-defined organizational structure provides the foundation for effective strategy implementation. However, the process of implementing this program strategy does not require an organizational structure.

c. Analysis of organizational/madrasah culture There is no difference in the analysis of the organizational/madrasah culture implemented at MTs Syafiiyah Besuk because all existing classes implement programs that have been implemented by the madrasah. Organizational/Madrasah cultural analysis of the Furudul Ainiyah Movement Program at MTs Syafiiyah Besuk. The same as students from other classes, namely carrying out the Dhuha prayer followed by reading the Koran, then there is also a slogan displayed in one corner of the madrasa building next to the relevant committee room. Madrasah culture is the 7S of greeting, greeting, smile, polite, polite, respectful and enthusiastic. And students are also active in carrying out extracurricular activities outside of madrasa hours. This was conveyed by the Syafiiyah MTs teacher, Junaidah, that the success of this madrasa program is greatly influenced by the extent to which the organizational culture supports the goals of the program. An organizational culture that encourages collaboration, open communication, and a shared passion for achieving Islamic goals has a positive impact on program implementation. It was found that the awareness and acceptance of Islamic values in the overall madrasa organizational culture provided strong support for the implementation of the Furudul Ainiyah program. And Yusri as deputy head confirmed that the organizational analysis also identified several aspects of organizational culture that could become obstacles. For example, resistance to change from some staff members or a lack of deep understanding of the program's objectives. Therefore, further efforts are needed to increase understanding and commitment all madrasa members towards the values of the Furudul Ainiyah program. In the context of the Furudul Ainiyah Movement at MTs Syafiiyah Besuk, activities such as extracurricular activities can be held that support the development of students' character and morality, specific examples of which are social, humanitarian and religious

activities. Providing awards and recognition for positive achievements in program implementation can also be an incentive for students.

Evaluation of strategies through the development of the Furudul Ainiyah Movement Program in madrasas is a critical stage in ensuring the sustainability and success of this program. Madrasas can optimize strategies and design more effective steps in achieving the goals of students' religious and moral development.

Strategy evaluation is the final stage of a managerial process after formulation and implementation, reviewing plans and implementing them to achieve targets or not to predetermined standards. The findings above are in accordance with the theory presented by Zulkarnaen. Strategy evaluation is the final stage of strategic management. Where the leader reviews whether the targets that have been formulated and implemented have been achieved or not. Peter Drucker stated in the journal Zulkarnaen that to live and grow, a company must work effectively and efficiently. In this case, to determine the level of effectiveness and efficiency of a performance, it is necessary to evaluate the results that have been achieved as a result of previous decisions (Zulkarnaen et al. 2020).

Furthermore, the theory put forward by Puspito is that strategy evaluation is the process of obtaining information about the implementation of plans and their performance and then comparing that information with predetermined standards (Puspito, Swandari, and Rokhman 2021).

MTs Syafiiyah Besuk is taking several steps to develop the program currently being implemented, namely the Furudul Ainiyah Movement program, one of which is Academic Participation and Student Involvement, namely analyzing students' academic achievements in Islamic religious subjects as well as measuring understanding and implementation of religious practices, including prayer, fasting and other acts of worship. This data provides an indication of the extent to which students have succeeded in understanding and applying religious teachings in everyday life. As well as teacher development, namely this evaluation includes teacher responses to training and support in implementing the Furudul Ainiyah Movement Program. An assessment of teachers' abilities to design and implement learning activities that support program objectives and their professional development can provide an overview of the success of development strategies.

The head of the MTs madrasah, Syafiiyah Aminuddin, said that this evaluation must involve collecting data related to achieving the goals and targets set in the program. Of course, in achieving student learning outcomes, parent participation and teacher involvement are key indicators in this assessment. And Yusri as deputy head emphasized that, in evaluating strategies, you must also consider the efficient use of resources, both the time specified and the budget, as well as identifying obstacles or challenges that may be faced in implementing the program.

By conducting a comprehensive strategy evaluation, madrasahs can identify the successes that have been achieved, as well as evaluate and adjust strategies that may need to be improved or adjusted. An ongoing evaluation process will help ensure that the Furudul Ainiyah Movement Program remains relevant, effective, and able to achieve the goals of developing students' religion, morality, and character.

CONCLUSION

The conclusion of this research shows that strategic management through the development of the Furudul Ainiyah Program has a positive impact on religious education, morality and the character of students in the madrasa environment. The focus on strategy formulation recognizes the importance of involving all stakeholders at MTs Syafiiyah Besuk, including teachers, parents and madrasa staff, in formulating comprehensive steps. The research results show that strategy formulation based on SWOT analysis provides a strong foundation for understanding internal strengths, identifying external opportunities, and overcoming existing challenges and weaknesses.

The implementation of the strategy shows that innovative teaching methods can create an interesting learning environment, encourage students to participate in the

program being implemented, and strengthen understanding of religious values in shaping students' character. The active involvement of parents has also proven important in supporting the implementation of the strategy, creating a synergistic relationship between the madrasah environment and the family.

Strategy evaluation is key in ensuring continuity and continuous improvement. The evaluation results highlight implementation successes, such as increasing student participation and strengthening character values, but also identify areas of potential improvement, including expanding parental involvement or adapting teachers' teaching methods at MTs Syafiyah Besuk. The ongoing evaluation process proves that this strategic management is responsive to changes in the educational environment and is able to optimize program effectiveness.

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