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STRATEGIC MANAGEMENT IN IMPROVING THE EFFECTIVENESS OF PRIVATE ISLAMIC RELIGIOUS COLLEGE IN KEPULAUAN RIAU

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Abstrak

Adapun tujuan dilakukannya penelitian ini adalah untuk mencari tingkat efektivitas lembaga pendidikan tinggi dalam menerapkan manajemen strategi dilihat dari formulasi strategi, implementasi strategi dan evaluasi strategi dalam meningkatkan efektivitas lembaga pendidikan tinggi di Kepulauan Riau. Adapun teori yang digunakan adalah teori manajemen strategi dan teori efektivitas. Penelitian ini menggunakan metode kualitatif dengan bentuk penelitian lapangan. Penelitian ini mengambil lokasi perguruan tinggi keagamaan Islam swasta yang ada di Kepulauan Riau. Subjek penelitian adalah pengurus yayasan, unsur pimpinan perguruan tinggi, dosen, dan tenaga kependidikan. Jenis data dalam penelitian ini dibedakan menjadi dua, yaitu data primer dan data sekunder. Dalam pengumpulan data, metode yang digunakan adalah observasi, wawancara, dan dokumentasi. Sedangkan teknik analisa data yang digunakan adalah reduksi data, penyajian data, dan penarikan kesimpulan dan verifikasi. Hasil dari penelitian ini ditemukan bahwa penerapan strategi pada perguruan tinggi keagamaan Islam swasta di Kepulauan Riau dinilai kurang baik dalam hal meningkatkan efektivitas perguruan tinggi. Berdasarkan teori manajemen strategi dan efektivitas, dapat dilakukan berbagai indikator; 1) formulasi strategi, 2) implementasi strategi, 3) evaluasi strategi. Selain diperlukan manajemen strategi (formulasi, implementasi, evaluasi),

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berdasarkan teori efektivitas, untuk meningkatkan efektivitas perguruan tinggi keagamaan Islam swasta di Kepulauan Riau dapat dilakukan dengan cara: a) meningkatkan kualitas, b) promosi, c) peningkatan kerjasama, d) penerapan penjaminan mutu, e) layanan mahasiswa, dan f) peningkatan penelitian dan publikasi ilmiah dosen. Hal ini akan berdampak pada peningkatan efektivitas perguruan tinggi, yang pada akhirnya akan meningkatkan animo masyarakat untuk melanjutkan studi pada perguruan tinggi keagamaan Islam swasta di Provinsi Kepulauan Riau.

Kata kunci: Manajemen Strategi; Efektivitas; Lembaga Pendidikan Tinggi.

Abstract

The aim of this research is to find out the level of effectiveness of higher education institutions in implementing strategic management seen from strategy formulation, strategy implementation and strategy evaluation in increasing the effectiveness of higher education institutions in the Kepulauan Riau. The theories used are strategic management theory and effectiveness theory. This research uses qualitative methods in the form of field research. This research took the location of a private Islamic religious college in the Kepulauan Riau. The research subjects were foundation administrators, university leadership, lecturers and educational staff. The types of data in this research are divided into two, namely primary data and secondary data. In collecting data, the methods used were observation, interviews and documentation. Meanwhile, the data analysis techniques used are data reduction, data presentation, and drawing conclusions and verification. The results of this research found that the implementation of strategies at private Islamic religious universities in the Kepulauan Riau was considered poor in terms of increasing the effectiveness of higher education. Based on strategic management and effectiveness theory, various indicators can be used; 1) strategy formulation, 2) strategy implementation, 3) strategy evaluation. Apart from the need for strategic management (formulation, implementation, evaluation), based on effectiveness theory, increasing the effectiveness of private Islamic religious universities in the Kepulauan Riau can be done by: a) improving quality, b) promotion, c) increasing cooperation, d) implementing guarantees quality, e) student services, and f) increasing research and scientific publications by lecturers. This will have an impact on increasing the effectiveness of tertiary institutions, which will ultimately increase public interest in continuing their studies at private Islamic religious tertiary institutions in the Kepulauan Riau Province.

Keywords: Strategic Management; Effectiveness; Higher Education Institutions

Introduction

The management of private Islamic religious colleges needs to be supported by good management and human resources who are able to formulate the implementation of appropriate management. In this case, the implementation of management needs to be considered by the organization. Starting from the planning process, organizing, directing, and controlling activities to achieve organizational goals effectively and efficiently by using organizational resources (Hanafi, 2005). According to Sapre, as quoted by Husaini Usman, management is a series of activities that are directed directly at using organizational resources effectively and efficiently in order to achieve organizational goals (Usman, 2013).

For private Islamic religious colleges, strategic management must be carried out, because it is a process of using resources effectively to achieve the goals or objectives of the college. In strategic management, there are three important stages that cannot be missed by private Islamic religious colleges when planning a strategy, namely strategy formulation, strategy implementation/application and strategy evaluation (David, 2010). The explanation of the stages of strategic planning is as follows:

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first, strategy formulation, is the initial stage where the company determines its vision and mission accompanied by an in-depth analysis of the company's internal and external factors and the determination of long-term goals which are then used as a reference for creating alternative business strategies where one will be chosen to be determined according to the company's conditions.

Second, strategy implementation, is a step where the strategy is something that has gone through strict identification related to external and internal environmental factors and adjustments to company goals that begin to be applied or implemented in intensive policies where each division and company function collaborates and works according to their respective tasks and policies. *Third*, strategy evaluation, is the final stage after the strategy is implemented in real practice, its effectiveness is assessed against expectations and achievement of company goals. The assessment is carried out by measuring the factors or indicators of success achieved and evaluating the success of the strategy's performance in order to formulate and implement further in the future to be better and more effective.

Organizational development is an important part of the education system in higher education. This is because it has a strong influence on the effectiveness and success of achieving the goals that the university wants to achieve, especially organizational development that concerns the long-term perspective for the sustainability of the organization itself (Robbins, 2014). The strategic management process according to T. Hani Handoko (2010) is: a) Determining the mission and objectives; b) Developing an organizational profile; c) External environmental analysis; d) Analyzing internal-organization and organizational weaknesses; e) Identifying strategic opportunities and threats; f) Making strategic decisions; g) Developing organizational strategies; h) Implementing strategies; i) Reviewing and evaluating.

From the description above, it can be concluded that the strategic management of private Islamic religious colleges is the process of managing the resources of an institution in relation to specific actions for the progress, change and development of an institution or institution through comprehensive, integrated and well-coordinated planning in order to support the achievement of college goals effectively and efficiently and the achievement of competitive advantage. Achieving organizational goals requires tools that act as accelerators and dynamists so that goals can be achieved effectively and efficiently (Bleotu, 2014). In line with this, strategy is believed to be a tool to achieve goals. In the development of the concept of strategy, there has been quite significant development, this is marked by various definitions from experts who refer to strategic management (Hadijaya, 2019).

In the Kepulauan Riau, as researchers have found, there are still many private Islamic religious colleges with low accreditation status. Many factors influence the helplessness of these private Islamic religious colleges, including poor organizational development and management strategies. Furthermore, the weak quality and relevance of graduates of private Islamic religious colleges to job vacancies is a factor in being left behind in the national competition arena, not optimizing its function as education, research and community service, organizational communication that occurs in institutions, both horizontal and vertical communication must be achieved properly (Ketchen, and Craighead, 2020).

This research was conducted in three private Islamic Religious Colleges in the Kepulauan Riau Province, namely, the Abdullah Said Islamic Institute (IAI) Batam, the Miftahul Ulum Islamic College (STAI) Tanjungpinang and the Lingga Tarbiyah College (STIT) in Dabo Singkep on Strategic Management as an effort to improve the effectiveness of Private Islamic Religious Colleges. From the results of initial observations that the researcher conducted in the 3 (three) private Islamic religious colleges, the researcher found that strategic management in improving the effectiveness of private

Islamic religious colleges has not been running optimally. One of the consequences is that these colleges have not been able to meet the demands of institutional accreditation and study program accreditation according to the standards set by the National Accreditation Board for Higher Education (BAN PT).

The main question or grand question in this study is why many private Islamic religious colleges, especially in the Kepulauan Riau, are still unable to meet the demands of institutional accreditation and study program accreditation according to the standards set by BAN PT, in order to provide assurance that accredited higher education institutions have met the quality standards set, so that they are able to provide protection for the community who want to send their children to study at private Islamic religious colleges. The Grand Tour of this study is to find the level of effectiveness in implementing PTKIS strategic management seen from the formulation of strategies, implementation of strategies and evaluation of strategies in increasing the effectiveness of higher education.

Methods

Based on the focus and objectives of the research, this research is an in-depth study to obtain complete and detailed data. This research is a research study that uses a qualitative research approach by means of field research or case studies (Nursapiah, 2020). This study took 3 (three) locations at Private Islamic Religious Colleges in the Kepulauan Riau Province, namely the Abdullah Said Islamic Institute (IAI) Batam, the Miftahul Ulum Islamic College (STAI) Tanjung Pinang, and the Tarbyah College of Science (STIT) Lingga, based on the location of the three campuses are in strategic places so that they allow the PTKIS to be more effective and can compete with other state and private campuses.

The data source of this research uses the “purpose sampling” technique. The subjects of the research are the administrators of the foundation, elements of the leadership of the university, lecturers, and Education Personnel. The types of data in this study can be divided into two, namely primary data and secondary data (Mukhtar, 2000). Data sources will be taken from the results of observations, interview results, field notes and documentation. The data analysis technique used is a descriptive technique by taking three steps that occur simultaneously according to Miles and Huberman, namely: data reduction, data presentation, and drawing conclusions/verification.

Results and Discussion

1. Strategic Management of Private Islamic Religious Colleges

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. As required by this definition, strategic management focuses on integrating management, marketing, finance/accounting, production/operations, research and development, and computer information systems to achieve organizational success. The goal of strategic management is to exploit and create new and different opportunities for tomorrow (David, 2010).

Meanwhile, Ansoff and Donnell, as quoted by Ahmad (2020), define strategic management as: *“a systematic approach to a major and increasingly important responsibility of general management: to position and relate the firm to its environment in a way which will assure its continued success and make it secure from surprises”*. Ansoff and Donnell further stated (Ahmad, 2020): *“Thus, strategic management is a systematic approach for managing strategic change which consists of the following: (1) positioning of the firm through strategy and capability planning; (2)*

real-time strategic response through issue management; (3) systematic management of resistance during strategic implementation". In addition, strategic management is a science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its goals (Ahmad, 2020). The focus of strategic management, as required by this concept, is to combine management, marketing, finance, production, research and development, and computer information systems to achieve operational success. Strategic management aims to improve and develop new and diverse options for the future (Amin, 2016).

An agency must be able to apply the principles of strategic management. Because strategies ultimately strive to provide high efficiency for the agency so that it can achieve the goals that have been determined. The head of the agency stands as a manager in the field of education, assisted by other educators, whose job is to plan and make decisions about the targets to be achieved so that they can be implemented efficiently and without obstacles. Based on the description above, researchers can explain that the context of strategic management is interpreted as the main tactics and methods that are systematically designed to carry out management functions that are directed at the strategic goals of the organization. This design is known as strategic planning. The method of formulating and implementing strategies and goals related to critical, passive and sustainable problems for an organization as a whole is strategic management.

Higher education, as an educational institution, must apply strategic management in its education system to provide an impact for a better future consistently and effectively. Instead of responding to various demands and/or repetitive and bureaucratic tasks, educational institutions are required to initiate and provide an impact on the application of strategic thinking and behavior principles, but more than that, educational institutions must be able to organize strategic activities, implement and manage all institutional operations to achieve strategic goals. In the education and learning environment, especially in higher education, strategy is an important management technique, including in higher education management that should not be ignored. Higher education strategy identifies strategic management techniques and procedures to achieve higher education strategy targets. The stages in the higher education management strategy process include determining the strategic decisions that must be taken to meet the priorities of the higher education institution (Sagala, 2013).

Strategic management goes through several stages/processes, which begin with the formulation stage in strategic management. In this phase, it must be understood that strategy formulation is planning, in strategic terms, strategy is a plan related to things that are so important and vital for the organization that usually cover broad things and a long time. Boseman and Phatak stated that strategic management requires sub-processes that are consistently interconnected, namely (a) formulating the organization's vision and mission; (b) assessing the organization's strategic environment; (c) determining the organization's strategy and suggestions. After that, through the stage of determining the organization's strategy and goals. What is done is to set the direction and goals of the organization, according to Sharplin is the second stage in this first phase. Emphasizing the direction and goals of the organization is not only important, but also a core factor in strategic management and other management uses. What is important is that the direction and goals should be challenging and achievable. Therefore, the goals should be specific, calculable, and measurable.

The next stage is the implementation stage of strategic management. Strategy implementation involves great efforts aimed at transforming strategic objectives into action. No matter how great a strategy is, if it is not implemented, the results cannot be guaranteed to advance the organization. In

reality, strategy implementation is not easy to do. Of the three elements of strategic management, namely strategy analysis, strategy formulation, and strategy implementation. Among the three elements, strategy implementation is the most difficult element to do. As expressed by Miller, "It has been rather easy for us to decide where we wanted to go. The hard part is not getting the organization to act on the new priorities". After the stages above are passed, then enter the last stage, namely evaluation and supervision in strategic management. According to Sharplin, strategic evaluation is very necessary to ensure the suitability between implementation and agreed planning. In this regard, the evaluation and supervision process allows strategic planning to approach the target. The reason is, there is no perfect strategy and can guarantee the achievement of success without supervision.

Therefore, the process implemented in strategic management must be correct, so that there are no mistakes in decision making and unsatisfactory results. According to Sondang P. Siagian (2008), in general the strategic management process consists of the following stages: a) Formulation of organizational mission; b) Determination of organizational profile; c) Analysis and choice of strategy; Determination of long-term targets; d) Determination of master strategy; e) Determination of operational strategy; f) Determination of short-term targets; g) Formulation of policy; h) Institutionalization of strategy; i) Creation of a monitoring system; j) Creation of an assessment system; k) Creation of a feedback system. From this process, it can be understood that the strategic management of higher education is a comprehensive, integrated and well-coordinated planning designed to make decisions and implement management functions in order to support the achievement of higher education goals effectively and efficiently and achieve competitive advantage.

The indicators are (Kholis, 2014): a) The process of determining the objective vision and mission, b) The process of determining and setting the direction of the organization, c) The process of analyzing the internal and external environment, identifying opportunities, opportunities, weaknesses and threats, d) The process of planning strategic decisions, implementing and evaluating and controlling strategies, e) The process of setting long-term objectives, f) The process of generating alternative strategies and choosing certain strategies, g) The process of allocating resources, h) The process of determining long-term competitive advantages. According to Nawawi, in implementing strategic management in an educational environment there are several benefits that can strengthen efforts to be effective and efficient. The benefits include the following (Nawawi, 2020):

First, the work organization becomes dynamic because the RENSTRA and RENOP will continue to be adjusted to the realistic conditions of the madrasah (internal analysis) and environmental analysis (external analysis) which are always changing, especially the influence of globalization. *Second*, the implementation of strategic management can function as a controller in using all available resources in an integrated manner in the implementation of management functions so that it takes place as an effective and efficient process. *Third*, strategic management is implemented by selecting and determining a strategy as a logical, rational and systematic approach, which becomes a reference to facilitate the formulation and implementation of the RENSTRA and RENOP. *Fourth*, strategic management requires all those involved to participate which can have an impact on increasing the sense of belonging, sense of responsibility, and feeling of participating. So, actually this strategic management has many benefits for an educational organization to realize its goals to be more advanced (Shammi, et al. 2021).

2. Effectiveness of Private Islamic Religious Colleges

Agung Kurniawan defines effectiveness as the ability to carry out tasks, functions of a program or activity without any pressure or coercion among the elements involved in the program (Kurniawan, 2005). Effectiveness can be interpreted as the achievement or success of a goal in accordance with the plan and needs required, both in the use of resources, facilities and time utilization (Siagian, 2001). Effectiveness is related to the implementation of all main tasks, achievement of goals, punctuality, and active participation of participants in a program or activity. Effectiveness is a condition that shows the extent to which a plan can be achieved. The more plans that can be achieved, the more effective the activity, so that the word effectiveness can also be interpreted as the level of success that can be achieved from a certain method or effort in accordance with the goals to be achieved. When associated with an organization, according to Richard L. Daft, organizational effectiveness means the extent to which an organization can achieve its goals. While organizational efficiency is the amount of resources used to achieve organizational goals (Daft, 2010).

Efforts to evaluate the running of an organization can be done through the concept of effectiveness. This concept is one of the factors to determine whether significant changes need to be made to the form and management of the organization or not (Abili, et al., 2010). In this case, effectiveness is the achievement of organizational goals through the efficient use of available resources, reviewed from the input, process, and output sides. In this case, what is meant by resources includes the availability of personnel, facilities and infrastructure as well as the methods and models used. An activity is said to be efficient and effective if it is carried out correctly and in accordance with procedures. According to Thobroni, the determination of the process approach in assessing the effectiveness of schools, educational institutions, referring to Hoy and Ferguson is based on two assumptions (Tobroni, 2010). First, educational institutions are an open system that must utilize and reflect the surrounding environment. Second, educational institutions are dynamic systems, and as they grow, their needs become more complex so that they cannot be defined only through a small number of organizational goals and student achievement (Hoy & Ferguson).

Gibson revealed that there are three approaches in determining organizational effectiveness, namely: First, the goal approach, emphasizing the central role of implementing goals as criteria for assessing effectiveness; Second, the system theory approach, emphasizing the defense of basic elements with input-process-output-feedback criteria to assess effectiveness; and Third, the multiple constituency approach, with an emphasis on the relative relationship between the interests of individual groups in the organization. It can also be said that this approach is a combination of the goal and system approaches. In contrast to Gibson, Stephen P. Robbins revealed four approaches to organizational effectiveness, namely: a) The goal attainment approach, also known as management by objective (MBO); b) The system approach; c) The strategic constituency approach, making organizational effectiveness something that meets the demands of the constituency in the environment where the organization requires continuous support for its survival (sustainability). The indicator of the success of this type of approach is the ability to satisfy individuals, groups, and institutions on which the continuity of the organization's activities depends; and d) The competing values approach, which is an approach that combines the three previous approaches based on value groups, then preferred based on the life in which the organization is currently located.

If associated with higher education as an organization, then the management of higher education must be carried out according to the principles of accountability, transparency, non-profit,

quality assurance, effectiveness and efficiency. The management obligations of a higher education institution consist of academic and non-academic fields. Management in the academic field includes the determination of norms, operational policies and implementation of Tridharma (education and teaching, research and development, community service). Management in the non-academic field includes the implementation of the organization, finance, student affairs, personnel, and facilities and infrastructure. A study of the effectiveness of a long and continuous effort such as a higher education institution, brings us to the question of what are the indicators of effectiveness at each stage.

Effective education will be realized if supported by components that are also effective. The components in question are universities, university leaders, lecturers, and effective students. The effectiveness of universities is a measure of the level or degree of achievement of university goals. The higher the level of achievement of university goals, the more effective the management of the university is (Abbas, 2008). In the study of total quality management, the measure of management effectiveness is associated with customer satisfaction. The effectiveness of universities sees whether university customers are satisfied with the services provided by the university (Eferi, 2016). So, the effectiveness of private Islamic religious universities is how to carry out activities or functions so that the goals that have been set can be achieved by optimally using the tools and resources available. In this study, the perspective of university effectiveness used is how the strategy is to achieve goals, where the benchmark used is how to increase the effectiveness of universities, including realizing the vision and mission of the organization in accordance with the goals of the university. Therefore, effectiveness can be used as a barometer to measure the success of education, an Islamic educational institution is said to be effective if the common goals can be achieved, and cannot be said to be effective even though the individual goals in it can be met.

3. Strategic Management at Private Islamic Religious Colleges in Kepulauan Riau Province

Every university must have a comprehensive plan to be able to optimize all potential resources available. Increasing the effectiveness carried out by private universities in the Kepulauan Riau aims to be able to develop the quality of higher education through various programs. One of them is as carried out by the Abdullah Said Islamic Institute of Batam. The agreement on increasing the effectiveness of the Abdullah Said Islamic Institute of Batam is returned to the existing reference process. Such as the university policy process, teaching and learning process, curriculum, infrastructure, learning facilities and education personnel in accordance with the agreement of the interested parties. This is because the effectiveness of the university is not only determined by the Abdullah Said Islamic Institute of Batam as a teaching institution, but is adjusted to what has been implemented at the Abdullah Said Islamic Institute of Batam, and will be able to provide a good impact on the sustainability of the teaching and learning process at the Abdullah Said Islamic Institute of Batam. For this reason, internal guidance is needed for lecturers and education personnel who excel both academically and non-academically.

Thus, the preparation of the program planning to improve the effectiveness of higher education at the Abdullah Said Islamic Institute in Batam is carried out on campus itself by involving existing components from the rector/vice rector, stakeholders, foundations, lecturers, staff, alumni users, students, and the community. So far, what has been done by the Abdullah Said Islamic Institute in Batam includes: a) The Rector of the Abdullah Said Islamic Institute in Batam can implement it through meetings with lecturers and staff to discuss the programs to be implemented; b) Conducting target analysis and formulating targets based on the vision, mission and objectives of the Abdullah Said

Islamic Institute in Batam; c) Can conduct a SWOT analysis by analyzing everything related to the programs that have been run by the Abdullah Said Islamic Institute in Batam, so that they can be carried out optimally and will have a more positive impact on students, especially in supporting the quality of education at the Abdullah Said Islamic Institute in Batam, both academically and non-academically; d) It is necessary to conduct program socialization to parents, so that parents of students can understand how much money will be spent on the program; e) Making improvements and renewals related to the facilities of the Abdullah Said Islamic Institute in Batam; f) Provision of facilities and infrastructure of the Abdullah Said Batam Islamic Institute to support the quality of higher education activities; g) Furthermore, improving the professionalism of lecturers. The same thing was also conveyed by Mr. Amir Husin (2024), as the head of the Mifathul Ulum Islamic College, when the researcher conducted an interview, stating that the policies implemented at the Tanjungpinang Islamic College have a very large influence or impact on the performance and quality of graduates, this can be seen from the programs or several efforts made to improve the quality of graduates, therefore it is necessary to involve everyone on this campus. For example, like what I do by attending seminars, training, workshops. All of this is done because of the support from all parties of the Tanjungpinang Islamic College.

From the interview, it is known that the preparation of the program planning to improve the effectiveness of higher education at the Tanjungpinang Islamic College is carried out internally on campus by involving all existing parties and those who have an interest in the higher education. Furthermore, one form of facilities and infrastructure that has been carried out at the Miftahul Ulum Tanjungpinang Islamic College is administration and administrative services. In order to support the smooth management of higher education data effectively and efficiently, a section or unit is needed that can support these activities, namely administration. In general, the role of the administration unit is related to administrative services, such as managing correspondence starting from collecting (receiving), recording, processing, duplicating, sending, and storing all information materials needed by the higher education institution. With these services, administration has the task and function of serving the implementation of operational work in order to achieve the goals of the higher education institution, providing information for the top leadership of the higher education institution to make decisions or take appropriate actions, and assisting the smooth development of the higher education institution including in efforts to improve the quality of its graduates (Yuen and Wang, 2020).

The same thing was also conveyed by Pauzi (2024) as the highest leader of the Tarbiyah College of Sciences, saying that in general the main task of the Administration is to provide information services related to higher education, every campus resident, there is no limit, whoever asks about higher education, we help with the administrative needs of educational staff and education, help make letters for lecturers and students who need them. From his statement, it is known that in general the main task of the Administration is to provide information services related to higher education, help with the administrative needs of educational staff and education, help make letters for all lecturers and students who need them. This is done in order to support the smooth management of higher education data effectively and efficiently. When the researcher conducted an observation at the Lingga Tarbiyah College of Sciences, it was true that the form of administrative services provided by the Administration unit, especially for students, included making letters for student needs, distributing diplomas for students who would graduate, recording learning needs, recording student data in the PDDIKTI system (Observation, 2024).

Administrative services provided by the Administration Unit in addition to teaching staff/education staff and students, services are also provided for students who have graduated. This is a form of strategy that has been carried out at the Lingga Tarbiyah College of Sciences. It is clearly known that the contribution of the Administration Unit, especially for graduates of the Lingga Tarbiyah College of Sciences, is to collect data through the Tracer Study alumni by creating and distributing a Google form which must later be filled in by each graduate, so that the distribution of alumni from the Lingga Tarbiyah College of Sciences can be known. From the documentation that the researcher found, it is also seen that there is a stamp of approval of the diploma for students who have graduated when they want to duplicate a photocopy of their diploma (Documentation, 2024).

Suhardiman (2024), also mentioned the same thing, according to him, through monitoring the results of alumni tracking, it can be seen the distribution of graduates of the Miftahul Ulum Islamic College of Tanjungpinang in each class. In this way, it can also be used as evaluation material for which universities need to improve each program provided to students to be ready to go directly to society when they become alumni. In addition, the administration unit, assisted by several staff, also continues to provide information related to job vacancies, internships and opportunities to enter the world of work and other careers for alumni, both through the social media of the Miftahul Ulum Islamic College of Tanjungpinang and through direct messages to the WhatsApp group of alumni who are still connected with the lecturers of the Miftahul Ulum Islamic College of Tanjungpinang (Observation, 2024). What is done at the Mifathul Ulum Islamic College of Tanjungpinang and the Lingga Tarbiyah College of Sciences, is also done the same at the Abdullah Said Islamic Institute of Batam.

From the results of observations, interviews, and documentation from the three private Islamic religious colleges (Abdullah Said Islamic Institute Batam, Mifathul Ulum Islamic College, and Lingga Tarbiyah College), it can be concluded that the administrative services provided by the Administration Unit to all members of the college have been carried out as optimally as possible and in accordance with the needs of each college member. This means that anyone will receive services, be it lecturers, education staff, students, or alumni who have graduated, as long as it is related to the needs and data at each college. From the data collection, it can also be seen that there are several forms of strategic management carried out at private Islamic religious colleges in the Kepulauan Riau in an effort to increase the effectiveness of the college, including: 1) the availability of existing facilities and infrastructure to support the lecture process; 2) efforts to provide services and assistance to students; 3) and also excellent administrative services provided by the College Administration Division to all alumni, meaning to all college members.

In terms of strategic management currently being carried out in private Islamic religious colleges, there are several factors that can be obstacles to efforts to increase the effectiveness of these colleges, including: first, the limited land available in each private Islamic religious college in the Kepulauan Riau. Almost all of the land available in each private Islamic religious college in the Kepulauan Riau has been used or built for facilities and infrastructure to meet campus needs. The limited land available has caused several infrastructure developments to appear to be piling up and forcing land conversion, for example what happened at the Abdullah Said Islamic Institute in Batam, the campus field which is also a sports field, had to take part of its land to be used as a parking lot. So that the capacity of the field to accommodate students is reduced, this is especially felt during sports activities at the Abdullah Said Islamic Institute in Batam.

In addition, currently, private Islamic religious colleges in the Kepulauan Riau do not have a student center that can be used to develop students' skills and creativity. Currently, there is no student center that can be used to develop students' skills and creativity, although there used to be one, but now it has been converted into a warehouse for confiscated student goods and is very unsuitable to be used as a student center because of its narrow space. However, when the researcher conducted the observation, a new student center was already visible, namely a room located next to the college leadership room, but until now, the room cannot be used because it has not been completed and it is not known when the room will be completed (Observation, 2024).

Second, the location of the private Islamic religious college buildings in the Kepulauan Riau is also not up to standard, as happened at the Miftahul Ulum Islamic College in Tanjungpinang, where the buildings are not in one place. This condition can certainly disrupt the continuity of the learning and teaching process at the college, which can later affect student learning outcomes, so that efforts to increase the effectiveness of the college are hampered (Observation, 2024). *Third*, the inhibiting factors for the implementation of strategic management carried out as an effort to increase the effectiveness of other colleges actually come from the students themselves. At the Lingga Tarbiyah College, many students tend to be too selective in determining their careers after completing their studies, even though in the Kepulauan Riau, there are job opportunities that are in accordance with their fields of expertise. This was confirmed as conveyed by Mr. Syamsul Ridwan (2024), as one of the study program leaders at the Lingga Tarbiyah College. This certainly makes the figures or level of effectiveness of the Lingga Tarbiyah College in producing quality graduates low, of course this is very unfortunate. This also happened at the Abdullah Said Islamic Institute in Batam and also at the Mifathul Ulum Islamic College in Tanjungpinang. According to researchers, private Islamic religious colleges in the Kepulauan Riau have not been able to maximize their existence as service providers, or have no management strategy, so that absorption has not met the target.

Fourth, the commitment and understanding of all elements of the private Islamic religious college community towards the campus vision and mission are still low and need to be improved. This is known based on observations that researchers have conducted on some employees at three private Islamic religious colleges in the Kepulauan Riau, especially lecturers about the vision and mission of the college. Every lecturer should know the goals to be achieved by the college where they teach. Then the commitment of lecturers in carrying out their duties, whether they often ask for permission or not (Observation, 2024). Therefore, it is necessary to improve the sense of belonging or feeling of belonging between college residents, between education personnel and education personnel, or between employees and leaders, or between subordinates and superiors, so that a sense of commitment to each other's duties and obligations is created, which ultimately the goals of the college can be achieved effectively and efficiently with the full involvement of all college residents.

Researcher analysis, private Islamic religious colleges in the Kepulauan Riau must conduct a SWOT (Strength, Weakness, Opportunity, Threat) analysis and it is required in the self-evaluation report in Accreditation with 9 criteria. Referring to the four dimensions as BAN-PT determines the focus of the assessment into criteria that include the commitment of the college to institutional capacity and educational effectiveness consisting of 9 (nine) criteria. From the description above, it can be seen that increasing the effectiveness of higher education is not always smooth, there are inhibiting factors in strategic management in efforts to increase the effectiveness of the college, including the fulfillment of facilities and infrastructure that are still not right, the student learning process that is not optimal,

students who waste existing job opportunities, to the awareness of college residents to realize the effectiveness of higher education which is still low.

Conclusion

Strategic management can be applied to private Islamic religious colleges in the Kepulauan Riau Province as Islamic higher education institutions, if the indicators in strategic management can be met. Because private Islamic religious colleges in the Kepulauan Riau Province are inseparable from the characteristics of Islamic higher education institutions, where the administration system, management and form of financial reports are still based on general standards, so that the implementation of strategic management experiences many obstacles. So, in essence the implementation of strategic management in private Islamic religious colleges can be carried out based on studies of aspects of strategic management; starting from strategy implementation, strategy formulation, strategy implementation, to strategy evaluation. Based on the discussion, it shows that the implementation of strategy in private Islamic religious colleges in the Kepulauan Riau can be concluded as less than good, in terms of increasing the effectiveness of the college, various strategic management indicators can be carried out, including: *first*, strategy formulation, namely by formulating a vision, mission, goals and strategies, identifying factors, consisting of internal and external factors by conducting a SWOT analysis, determining short-term, medium-term and long-term plans and determining superior strategies. *Second*, strategy implementation, namely by determining institutional policies, motivating lecturers and administrative staff to be more productive, allocating human resources according to their competencies and building an institutional culture that supports the strategy. *Third*, strategy evaluation, namely by monitoring all results of planning and implementation, measuring individual and institutional work and taking corrective steps. Therefore, to improve this perspective, strategic management is needed to improve the effectiveness of private Islamic religious universities, especially in terms of formulation, instruments, and strategy evaluation, by improving quality, promotion, increasing cooperation, implementing quality assurance, student services, increasing lecturer research and increasing scientific publications. This will have an impact on increasing the effectiveness of universities, which will ultimately increase public enthusiasm to continue studying at private Islamic religious universities, especially in the Kepulauan Riau Province.

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