



DOI: <https://doi.org/10.38035/dijemss.v6i5>
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Management Strategy, Character Formation and Modern Civilization Principles for Islamic Education in Indonesia

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Abstract: Islamic education in Indonesia plays a crucial role in character formation and civilization, but is faced with the challenges of relevance, quality, and adaptation in the modern era. This article outlines a comprehensive management strategy for Islamic educational institutions, which integrates modern management principles with Islamic values. The phenomenon of institutional diversity, quality issues, relevance dilemmas, traditional management, funding limitations, and the role of religious moderation is the background to the urgency of management. The theoretical basis includes general management functions (POAC) enriched with Islamic values such as Tauhid, Syura, Amanah, Ihsan, Adil, Maslahah, and Prophetic Leadership. The strategic planning methodology is emphasized through SWOT Analysis to identify strengths, weaknesses, opportunities, and threats, and Strategy Canvas as a visual tool to map operational models. The implementation of the strategy includes strategic planning based on Islamic vision, integrative curriculum management, professional human resource management, accountable financial management, technology-based infrastructure management, public relations and partnership management, and sustainable quality management. Despite facing challenges such as resistance to change and limited human resources, Islamic education has great opportunities through government support, demographic bonuses, and technological developments. The conclusion confirms that an effective management strategy, supported by the Strategy Canvas and SWOT Analysis, is the key to the progress of Islamic education, with suggestions for developing managerial capacity, standardization, utilizing technology, strengthening collaboration, innovation research, and policy advocacy.

Keywords: Management Strategy, Character Formation, Principles of Modern Civilization, Islamic Education.

INTRODUCTION

Islamic education in Indonesia is an important pillar in building national character and civilization. Since the early days of the spread of Islam, Islamic educational institutions—starting from surau, pesantren, madrasah, to now Islamic Religious Colleges (PTKI)—have

played a central role in the transmission of knowledge, moral formation, and preservation of religious values. In the context of diverse Indonesia, Islamic education is also a strategic vehicle for instilling the values of religious moderation, tolerance, and diversity.

Management Strategy in Islamic Education in Indonesia: Background, Theoretical Basis, Methods, and Implementation, However, amidst the dynamics of globalization, the Industrial Revolution 4.0, and the challenges of disruption, Islamic educational institutions are faced with various complexities. Issues of curriculum relevance, quality of human resources, limited facilities, and adaptation to technological developments are a big homework. To ensure that Islamic education remains relevant, of high quality, and capable of producing superior generations with integrity, a systematic, adaptive management approach is needed, and based on Islamic values. This article aims to outline a comprehensive management strategy in Islamic education in Indonesia, by utilizing the SWOT analysis framework and Strategy Canvas as planning tools.

The Phenomenon of Islamic Education in Indonesia

Islamic education in Indonesia shows several interesting and challenging phenomena that underlie the urgency of implementing an effective management strategy:

1. **Institutional Diversity:** There is a wide spectrum of institutions, each with its characteristics and uniqueness. Pesantren emphasizes character education and mastery of yellow books, madrasahs integrate religious and general curricula, while PTKI focuses on the development of Islamic knowledge and research. This diversity requires a flexible yet focused management approach.
2. **Quality Challenges:** Although the number of Islamic educational institutions is very large, the issue of quality is still a concern. This includes the quality of the curriculum which is not yet fully adaptive to the needs of the times, the competence of teachers and lecturers that needs to be improved, and facilities and infrastructure that are not evenly distributed.
3. **Relevance Dilemma:** Islamic education is required to remain relevant to the demands of the job market and global developments, without sacrificing Islamic identity. Integration of religious and general knowledge, as well as the development of 21st-century skills, is a big homework.
4. **Traditional vs. Modern Management:** Many Islamic educational institutions, especially those based on traditional ones, still adopt a paternalistic and less structured management pattern. The transition to modern management that is professional and accountable often faces resistance.
5. **Funding Issues:** Limited financial resources are a common obstacle, especially for private institutions. Dependence on government funds or community donations makes program development and facility improvements slow.
6. **Role in Religious Moderation:** Amidst the current globalization and the challenges of radicalism, Islamic education is expected to be at the forefront of sowing the values of religious moderation, tolerance, and diversity. This requires strong curriculum management and character building.

Theoretical Basis of Management in Islamic Education

Management as a discipline has universal principles that can be applied in various organizational contexts, including education. In the context of Islamic education, these principles are enriched and inspired by Islamic values and ethics, creating a holistic management framework that is oriented towards the welfare of this world and the hereafter.

1. General Management Theory.

Classically, management theory often refers to the basic functions proposed by Henri Fayol, namely Planning, Organizing, Actuating/Leading, and Controlling known as POAC.

- **Planning:** The process of setting goals, formulating strategies, and developing action plans to achieve organizational goals. In education, this includes establishing a vision, mission, educational goals, and academic programs.
- **Organizing:** The process of allocating resources (human, financial, physical) and establishing an organizational structure to implement the plan. This includes the division of tasks, the assignment of authority, and coordination between units.
- **Actuating/Leading:** The process of motivating, guiding, and directing individuals or groups within an organization to work effectively to achieve goals. This involves leadership, communication, and the development of organizational culture.
- **Controlling:** The process of monitoring performance, comparing results with established standards, and making corrections if deviations occur. In education, this includes curriculum evaluation, teacher performance, and student learning outcomes.

In addition, modern management theory also emphasizes strategic management, quality management (Total Quality Management), human resource management, and performance-based management.

2. Islamic Value-Based Management Theory.

Management in Islamic education not only adopts the principles of efficiency and effectiveness but also integrates them with the noble values of Islam. Some key concepts include:

- **Tawhid:** The main foundation that emphasizes that all management activities are worship and must be in line with the will of Allah SWT. This encourages integrity, honesty, and responsibility.
- **Shura (Deliberation):** The principle of participatory decision-making, where decisions are made after deliberation and joint consideration. This encourages transparency and collective accountability.
- **Amanah:** Every position and responsibility in the organization is a mandate from Allah SWT and the community, which must be carried out with full dedication, professionalism, and a sense of responsibility.
- **Ihsan:** Doing every job as well as possible, achieving the highest quality standards, and being oriented towards perfection. It fosters a culture of innovation and continuous improvement.
- **Fairness:** Fairness in every aspect of management, from resource allocation, and treatment of staff, to performance appraisal.
- **Maslahah:** Every policy and decision must be oriented towards the problems (goodness and benefit) for the people, society, and environment.
- **Prophetic Leadership:** Taking the example of the visionary, transformative, serving, and noble leadership of the Prophet Muhammad SAW.

The integration of general management theory with Islamic values produces a unique management approach, which focuses not only on material results, but also on character building, blessings, and long-term contributions to civilization.

METHOD

Strategic Planning Methodology: SWOT Analysis and Strategy Canvas. In formulating an effective management strategy, a systematic and structured approach is essential. Two very relevant and complementary tools are SWOT Analysis and Strategy Canvas. Although not research methodologies in the formal academic sense, both serve as methods for conducting data-based and visual strategy analysis and formulation.

1. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats).

SWOT Analysis is a framework used to evaluate an organization's competitive position and to develop strategic planning. SWOT involves identifying internal factors (Strengths and Weaknesses) and external factors (Opportunities and Threats).

SWOT Analysis Process:

1. Identify Strengths: What are the internal advantages of the institution? These can be unique resources, core competencies, good reputation, excellent curriculum, or quality human resources. (Examples: A recognized tahfiz curriculum, strong scientific tradition, lecturers with international qualifications, extensive alumni network).
2. Identify Weaknesses: What are the internal limitations or deficiencies that need to be improved? These can be inadequate facilities, unprofessional management, limited funds, or lack of innovation. (Examples: Minimal digital facilities, lack of study programs relevant to Industry 4.0, dependence on one source of funding).
3. Identify Opportunities: What are the positive external factors that can be utilized by the institution? These can be government policy support, societal trends, technological developments, or new market potential. (Example: Independent Learning Campus Independent Policy, increasing public interest in Islamic education, potential for international cooperation, demographic bonus).
4. Identify Threats: What are the negative external factors that can hinder or endanger the institution? This could be in the form of intense competition, regulatory changes, technological disruption, or social/political issues. (Example: Competition from general educational institutions, radicalism issues that can tarnish the image, changes in prospective student preferences).

Strategy Formulation Based on SWOT:

1. SO (Strength-Opportunity) Strategy: Leveraging internal strengths to take advantage of external opportunities. (Example: Leveraging a strong tahfiz curriculum to attract increasing public interest in Islamic education).
2. WO (Weakness-Opportunity) Strategy: Overcoming internal weaknesses by leveraging external opportunities. (Example: Developing new study programs relevant to Industry 4.0 by leveraging government support for grant funds).
3. ST (Strength-Threat) Strategy: Leveraging internal strengths to avoid or reduce the impact of external threats. (Example: Using a good reputation and alumni network to face tough competition from other institutions).
4. WT (Weakness-Threat) Strategy: Minimizing internal weaknesses and avoiding external threats. (Example: Improving transparent financial management to reduce the impact of funding fluctuations).

2. Strategy Canvas (Adaptation of Business Model Canvas).

The Strategy Canvas is a visual tool that helps institutions map and design their strategic models comprehensively. Although originally designed for businesses, this framework can be effectively adapted for educational organizations.

Elements of the Strategy Canvas for Islamic Education:

1. Customer Segments: Who are our primary targets? (Examples: Elementary/Islamic Elementary School, Middle/Islamic Junior High School, High/Islamic Senior High School, Bachelor/Master/Doctoral students, general public for courses).
2. Value Propositions: What uniqueness and advantages do we offer to students and stakeholders? (Examples: Graduates with noble character and ready to work, bilingual, Quran memorizers, innovative Islamic-based research, conducive learning environment).

3. Channels: How do we deliver the value proposition to student segments? (Examples: Online registration, social media, education fairs, collaboration with partner schools).
4. Customer Relationships: How do we build and maintain relationships with students and parents? (Examples: Academic mentoring, counseling, parent forums, alumni services).
5. Revenue Streams: Where do the institution's revenues come from? (Examples: tuition fees, endowment funds, government grants, business units, alumni donations, course fees).
6. Key Resources: What resources are most important to running the strategy model? (Examples: Quality teachers/lecturers, modern facilities, digital libraries, information technology, curriculum).
7. Key Activities: What are the main activities that must be carried out to produce the value proposition? (Examples: Curriculum development, teaching, research, community service, character building, financial management).
8. Key Partnerships: Who are the external parties that are important to support the strategy model? (Examples: Ministry of Religion, Ministry of Education, industry, religious organizations, other universities, communities).
9. Cost Structure: What are the main costs that must be incurred to run the strategy model? (Examples: HR salaries, operational costs, facility maintenance, technology development, accreditation costs).

RESULTS AND DISCUSSION

Benefits of Using Strategy Canvas:

1. Comprehensive Visualization: Helps see all elements of the strategy on one page.
2. Facilitate Discussion: Facilitates collaboration and discussion between management teams.
3. Identify Gaps: Helps identify areas that have not been worked on or need improvement.
4. Flexibility: Can be adapted and changed over time according to developments.

By combining SWOT analysis to understand internal and external positions, and Strategy Canvas to visualize and design operational models, Islamic educational institutions can develop robust and adaptive strategic planning.

Management Strategy in Islamic Education in Indonesia: Implementation. The implementation of a comprehensive management strategy is essential to address the challenges and optimize the potential of Islamic education in Indonesia.

1. Strategic Planning Based on Islamic Vision with Strategy Canvas

- Formulation of Vision and Mission: Islamic educational institutions must have a clear vision of their contribution to the people and nation, as well as a specific mission to achieve it. This vision must integrate academic excellence, Islamic character, and social relevance.
- SWOT Analysis: Conduct internal (Strengths and Weaknesses) and external (Opportunities and Threats) analysis periodically to formulate the right strategy (SO, WO, ST, WT).
- Preparation of Strategy Canvas: Using the results of the SWOT analysis to fill in the elements in a strategy canvas tailored for education, covering student segments, value propositions, key activities, key resources, key partnerships, cost structure, revenue streams, and key performance indicators.

- Determining Long-Term and Short-Term Goals: Formulating measurable, relevant, and time-bound goals, both for curriculum development, human resource development, and facility development, based on the prepared Strategy Canvas.
2. Integrative and Adaptive Curriculum Management
 - Integration of Knowledge: Developing a curriculum that harmoniously integrates religious and general knowledge, so that students have a holistic understanding of life.
 - Character Development: Incorporating noble moral values, religious moderation, tolerance, and citizenship into every aspect of the curriculum and extracurricular activities.
 - Adaptation to the Demands of the Times: The curriculum must be responsive to developments in science, technology, and job market needs, for example by including digital-based subjects or vocational skills.
 - Certification and Accreditation: Striving for superior accreditation to ensure quality standards and increase public trust.
 3. Professional Human Resource (HR) Management
 - Improving Teacher/Lecturer Competence: Conducting ongoing training (in-service training) to improve pedagogy, professionalism, and understanding of Islam.
 - Leadership Development: Training institutional leaders (principals, rectors, directors of Islamic boarding schools) with modern managerial skills imbued with Islamic values.
 - Recruitment and Placement System: Implementing a transparent and meritocratic recruitment system, as well as HR placement according to competency and needs.
 - Welfare and Motivation: Paying attention to the financial and non-financial welfare of teachers/lecturers to increase motivation and loyalty.
 4. Accountable and Transparent Financial Management
 - Diversification of Funding Sources: Not only relying on SPP or government funds, but also developing business units, cooperation with industry, or productive waqf programs.
 - Participatory Budget Planning: Involving various parties in budget preparation to ensure targeted fund allocation.
 - Accountability and Transparency: Implementing a clear, regular, and accountable financial reporting system to all stakeholders.
 - Internal and External Audit: Conduct regular audits to ensure compliance with financial standards and prevent misuse of funds.
 5. Technology-Based Facilities and Infrastructure Management
 - Optimizing Utilization: Ensure that facilities and infrastructure (buildings, libraries, laboratories) are utilized optimally to support the teaching and learning process.
 - Technology Integration: Providing adequate internet access, hardware, and software to support digital learning, research, and administration.
 - Routine Maintenance: Conducting regular maintenance and repair of infrastructure to maintain quality and durability.
 - Sustainable Development: Planning the development of infrastructure according to the needs and growth of the institution.
 6. Public Relations and Partnership Management
 - Effective Communication: Building good communication with parents of students, alumni, the surrounding community, and the government.

- Strategic Partnership: Establishing cooperation with other educational institutions, the business world, non-governmental organizations, and the government to support educational programs.
- Marketing and Branding: Developing effective marketing strategies to attract prospective students and improve the image of the institution.
- Alumni Engagement: Activating the role of alumni as institutional ambassadors and potential resources.

7. Total Quality Management

- Determination of Quality Standards: Formulate clear quality standards for every aspect of education (curriculum, teaching, research, community service, facilities).
- Continuous Evaluation: Conduct regular internal and external evaluations to identify areas that need improvement.
- Continuous Improvement Culture: Encourage the entire academic community to actively participate in efforts to improve quality.
- Management Information System: Build an integrated information system to support data-based decision-making and monitor performance.
- Challenges and Opportunities
- The implementation of this management strategy is inseparable from challenges and opportunities:
- Challenges:
- Resistance to Change: Traditional mindset that is reluctant to accept management innovation.
- Limited Human Resources: Lack of professional managerial staff who have a deep understanding of Islam.
- Dynamic Regulation: Changes in government policies that require rapid adaptation.
- Unstable Funding: Fluctuations in revenue sources that impact program sustainability.
- Opportunities:
- Government Support: Government policies that increasingly recognize the strategic role of Islamic education.
- Demographic Bonus: Large young population as potential learners.
- Technological Development: Enables distance learning, access to information, and administrative efficiency.
- Public Awareness: Increasing public awareness of the importance of quality Islamic education.
- Alumni Network: Great potential from alumni spread across various sectors.

CONCLUSION

An effective management strategy is the backbone of the advancement of Islamic education in Indonesia. By integrating modern management principles with Islamic values, educational institutions can formulate visionary planning through a Strategy Canvas based on an in-depth SWOT Analysis. This will enable relevant curriculum management, professional human resource development, accountable financial management, utilization of technology, strategic partnership development, and implementation of a sustainable quality assurance system.

To realize superior and competitive Islamic education, several suggestions can be considered:

1. Managerial Capacity Development: The government, non-governmental organizations, and universities need to actively organize training programs and develop managerial

- capacity specifically for leaders and staff in Islamic educational institutions, including training in the use of strategic planning tools such as Strategy Canvas and SWOT Analysis.
2. Standardization and Accreditation: Encourage all Islamic educational institutions to meet national education standards and strive for superior accreditation as an indicator of quality.
 3. Utilization of Information Technology: Encourage the adoption of information technology in all aspects of management and learning to improve efficiency and accessibility.
 4. Strengthening Networks and Collaboration: Building a collaboration platform between Islamic educational institutions to share best practices, resources, and programs.
 5. Increasing Research and Innovation: Encouraging research on innovative Islamic educational management models that are relevant to the Indonesian context.
 6. Policy Advocacy: Advocating to the government for policies that better support the development and autonomy of management in Islamic educational institutions.

With the implementation of a planned and sustainable management strategy, Islamic education in Indonesia will continue to develop, producing a generation that is not only intellectually intelligent but also has an Islamic character, is moderate and is ready to face global challenges.

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