

MANAJEMEN STRATEGI KEPALA SEKOLAH DALAM MENINGKATKAN PENDIDIKAN KARAKTER ISLAM

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ABSTRAK

Penelitian ini membahas elemen-elemen yang memengaruhi manajemen strategi kepala sekolah dalam meningkatkan pendidikan karakter Islam, dengan melibatkan peran berbagai pihak baik eksternal maupun internal. Untuk mengidentifikasi aspek-aspek manajemen strategis yang mendukung pembentukan karakter siswa, dilakukan sintesis menggunakan metode PRISMA berdasarkan kata kunci "manajemen", "strategik", "pendidikan", "karakter", dan "kepala sekolah" pada beberapa database seperti Wiley, Mendeley, SagePub, Scopus, PubMed, Eric, Psycinfo, Asha, dan Web of Science. Dari 71 sumber yang tersisa dan 29 jurnal berbeda, 20 artikel memenuhi syarat untuk ulasan akhir. Hasilnya menunjukkan bahwa pengembangan pendidikan karakter Islam memerlukan keterlibatan berbagai pihak eksternal dan internal. Manajemen strategi dalam pengembangan sumber daya manusia, termasuk guru, dianggap penting untuk mempertahankan kualitas dan efektivitas pendidikan Islam, dengan fokus pada struktur organisasi yang optimal, kemampuan manajerial yang dinamis, pencapaian tujuan jangka panjang yang berkelanjutan, dan umpan balik yang responsif.

Kata Kunci: Elemen, Karakter Islam, Kepala Sekolah, Manajemen strategis, Pendidikan

ABSTRACT

This research discusses the elements that influence the strategic management of school principals in improving Islamic character education, by involving the roles of various parties, both external and internal. To identify aspects of strategic management that support the formation of student character, a synthesis was carried out using the PRISMA method based on the keywords "management", "strategic", "education", "character", and "principal" in several databases such as Wiley, Mendeley, SagePub, Scopus, PubMed, Eric, Psycinfo, Asha, and Web of Science. Of the remaining 71 sources and 29 different journals, 20 articles were eligible for final review. The results show that the development of Islamic character education requires the involvement of various external and internal parties. Strategic management in the development of human resources, including teachers, is considered important to maintain the quality and effectiveness of Islamic education, with a focus on optimal organizational structures, dynamic managerial capabilities, sustainable long-term goal achievement, and responsive feedback.

Keywords: Elements, Islamic Character, Principal, Strategic Management, Education

PENDAHULUAN

Pendidikan adalah isu penting bagi individu dan masyarakat, dengan kualitas sekolah yang dapat ditingkatkan melalui manajemen strategi yang efektif (Rifuddin et al., 2020). Salah satu strategi melibatkan pemberdayaan kepala sekolah dan madrasah dalam pengambilan keputusan serta mendorong partisipasi pendidik dan anggota masyarakat untuk meningkatkan rasa kepemilikan dan akuntabilitas. Penilaian kualitas sekolah bersifat holistik, mencakup kemampuan sekolah untuk memenuhi kebutuhan pemangku kepentingan serta menyelaraskan praktik pendidikan dengan standar kualitas sambil memperhatikan kebutuhan siswa dan masyarakat (Collings et al., 2023).

Rifuddin et al. (2020) menekankan pentingnya mengukur kualitas pendidikan melalui indikator pencapaian nyata, terutama kinerja akademik siswa yang tercermin dalam rapor dan nilai kelulusan, serta menjunjung tinggi integritas dan kejujuran. Manajemen mencakup perencanaan, pelaksanaan, dan pengawasan kegiatan untuk mencapai tujuan organisasi (Yaakob et al., 2019). Manajemen strategis menggabungkan seni dan sains dalam merumuskan, melaksanakan, dan memantau keputusan organisasi, bertujuan menyelaraskan kinerja dengan tujuan organisasi (Ramdhan & Syafe'I, 2019).

Proses manajemen strategis meliputi perencanaan strategis, implementasi strategi, dan evaluasi strategi, yang membentuk landasan tata kelola organisasi (Rifuddin et al., 2020). Dalam pendidikan, strategi sekolah penting sebagai kerangka kebijakan untuk meningkatkan kualitas pendidikan. Arcaro menyoroti paradigma Kualitas Sekolah, yang memberikan otonomi substansial kepada lembaga pendidikan dalam kerangka kebijakan pendidikan nasional, menekankan pentingnya keterlibatan masyarakat untuk menumbuhkan kepemilikan dan akuntabilitas. Manajemen mutu adalah mekanisme penting untuk meningkatkan kinerja di semua aspek operasi organisasi.

Delapan standar pendidikan nasional berfungsi sebagai katalis untuk mengubah lanskap pendidikan, mencakup input, output, proses, dan hasil untuk menyelaraskan praktik pendidikan dengan tujuan pengembangan akademik. Dengan menerapkan standar-standar ini, lembaga pendidikan dapat meningkatkan hasil pendidikan dan menciptakan lingkungan kondusif untuk pengembangan siswa holistik dan keunggulan akademik. Kualitas beresonansi dalam masyarakat dan lingkungan, mencerminkan prestasi diri terutama dalam keberhasilan akademik, yang berkontribusi pada reputasi sekolah (Khilji et al., 2022).

Kualitas memainkan peran penting dalam membentuk persepsi dan menumbuhkan kepercayaan dalam komunitas dan pasar, meningkatkan daya saing produk dan layanan serta menumbuhkan kepercayaan dan loyalitas konsumen. Pendidikan berkualitas melampaui prestasi akademik untuk mencakup pengembangan holistik siswa sesuai harapan masyarakat. Namun, implementasi optimal pendidikan agama masih menjadi tantangan (Kumar et al., 2022).

Tujuan utama penelitian ini adalah menyelidiki dan mengevaluasi strategi manajemen strategis yang digunakan kepala sekolah untuk meningkatkan kualitas pendidikan karakter Islam, dengan fokus pada perencanaan, implementasi, dan evaluasi inisiatif manajemen strategis dalam konteks pendidikan karakter Islam (Sabaruddin et al., 2022; Solichin et al., 2021).

METODE PENELITIAN

Bagian metodologi jurnal "Manajemen Strategis Kepala Sekolah dalam Meningkatkan Pendidikan Karakter Islam" menguraikan proses tinjauan literatur sistematis untuk mengatasi tantangan dan kesenjangan teoritis dalam manajemen strategis pendidikan, khususnya dalam konteks pendidikan karakter Islam. Kajian literatur sistematis ini dilakukan untuk menyediakan kompilasi komprehensif penelitian yang relevan, menawarkan wawasan dan arahan bagi para pemangku kepentingan di bidang pendidikan. Protokol yang ditetapkan meliputi identifikasi, seleksi, dan sintesis studi yang relevan, dengan strategi pencarian yang mencakup artikel, buku, dan laporan ilmiah dari database seperti Wiley, Mendeley, SagePub, Scopus, PubMed, Eric, Psycinfo, Asha, dan Web of Science, menggunakan kata kunci terkait seperti "manajemen strategis kepala sekolah" dan "pendidikan karakter Islam".

Artikel disaring berdasarkan kriteria inklusi dan eksklusi untuk memastikan relevansi dengan tujuan penelitian, di mana inklusi mencakup studi yang fokus pada praktik manajemen strategis dalam pengaturan pendidikan karakter Islam, sementara eksklusi mencakup studi yang

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tidak terkait. Studi terpilih kemudian menjalani analisis dan sintesis menyeluruh untuk mengekstraksi temuan kunci, metodologi, dan kerangka teoritis guna mengidentifikasi pola, tema, dan kesenjangan dalam literatur. Sintesis ini memberikan gambaran komprehensif tentang penelitian yang ada mengenai manajemen strategis pendidikan dan implikasinya terhadap pendidikan karakter Islam. Dalam konteks transformasi sistem pendidikan, sekolah membutuhkan arahan strategis yang jelas untuk mengintegrasikan pendidikan karakter Islam ke dalam praktik mereka, yang memerlukan kepemimpinan yang menekankan tidak hanya efisiensi dan efektivitas tetapi juga penanaman nilai-nilai dan prinsip-prinsip Islam.

HASIL DAN PEMBAHASAN

Seleksi Studi

Pada bagian metodologi yang berfokus pada proses analisis dan menetapkan kriteria inklusi yang ketat. Kepatuhan terhadap pedoman yang ditetapkan memastikan ketelitian dan kelengkapan upaya penelitian. Untuk mempercepat kompilasi literatur terbaru dan terkait, pendekatan pencarian lanjutan digunakan. Kriteria inklusi dikonfigurasi dengan cermat untuk menargetkan artikel di mana kata kunci yang ditentukan, terutama yang terkait dengan manajemen strategis pendidikan dan pendidikan karakter Islam, muncul secara mencolok dalam judul. Selain itu, jangka waktu untuk publikasi dibatasi pada tahun antara 2018 hingga 2024.

Penyertaan sistematis karya-karya yang relevan difasilitasi melalui proses penyaringan yang cermat. Selanjutnya, teks lengkap dari artikel yang dipilih diperoleh untuk memfasilitasi analisis mendalam tentang konten dan wawasan mereka. Pendekatan yang teliti seperti itu sangat penting untuk memastikan bahwa hanya literatur yang paling relevan dan berkualitas tinggi yang berkaitan dengan manajemen strategis kepala sekolah dan perannya dalam meningkatkan pendidikan karakter Islami yang dimasukkan dalam jurnal ini. Dimana beberapa strategi Manajemen Kepala Sekolah dalam Meningkatkan Pendidikan karakter Islam berdasarkan hasil identifikasi 20 artikel jurnal yang susunannya dapat dilihat pada Tabel 1.

Tabel 1. Summary and characteristics of the article journal selected

No	Authors	Variable	Study Design	Methodology	Findings
1.	(Syarifudin, Aip, Muhibbin Syah, Cecep Sumarna, 2022)	The measured variables in the study include data obtained from two research sites, documentation, literature review, observations, decision-making process, planning, organizing, communication, monitoring, user satisfaction, and excellence in an organization.	Qualitative study using a descriptive analytical approach	The methodology involved a qualitative research design, data collection from two Islamic boarding schools through documentation, literature review, and observations, and data analysis using a descriptive analytical approach.	The two selected Islamic boarding schools were capable of surviving in a competitive environment, the study emphasizes examining strategic management with a focus on blending traditional and modern models, and the importance of integrating renewal with local wisdom for competitiveness and sustainability.
2.	(Baltabayeva et al., 2020)	Managers' knowledge,	N/A	The paper aims to examine the success	Strategic management is

		human resources factors, strategic planning variables.		factors of strategic management in the educational process to promote educational and cultural levels of schools.	essential for enhancing productivity, but its implementation faces challenges in Iranian schools, with the primary goal of schools being to provide excellent specialized instruction to all students.
3.	(Kumar et al., 2022)	Overall score assigned by NIRF, control variables (institutions' fee, location, infrastructural facilities, reputation of the educational institutions, research output), students' enrolments	Observational study, retrospective, cross-sectional	The methodology used in the study involved OLS multivariate regression analyses to assess the impact of NIRF rankings on students' enrolments, developing six econometric models, and including control variables and presenting results in Table 5.	- NIRF rankings do not significantly impact students' enrolments. - Fee structure, institute reputation, research output, infrastructural facilities, and location significantly influence student enrolment in Post Graduate Program courses.
4.	(Rais et al., 2022)	N/A	Qualitative approach with phenomenon techniques, involving data collection through in-depth interviews, focus group discussions, and narrative photos, with validity checked using a triangulation method, and data analysis following a transcendental phenomenon study approach.	The methodology used in the study includes a qualitative approach with phenomenological techniques for data collection, which involved in-depth interviews, focus group discussions, and narrative photos. The validity of the data was checked using a triangulation method, and data analysis was conducted following a transcendental phenomenological study approach. The study also ensured	The study aimed to identify the values and approach to humanistic education management within the CES framework, involving planning, implementation, and control at Sang Timur Catholic Elementary School.

				validity and reliability through a triangulation model.	
5.	(Fan, 2023)	N/A	Controlled, non-randomized, parallel design experiment.	The methodology used in the study involves a comparative analysis of the innovative university education management information system with the traditional university education management information system.	- The innovative university education management information system offers advantages in flexibility, efficiency, data-driven decision-making, and personalized learning. - The application of information technology in teaching methods injects new vitality into college education. - The traditional education management model faces challenges such as information silos, cumbersome processes, uneven resource allocation, and insufficient teacher-student interaction.
6.	(Khilji et al., 2022)	financial decentralization, academic decentralization, administrative reform initiative, recentralization	Qualitative case study research.	Qualitative case study research with focus group discussions and thematic analysis.	Decentralization had positive effects on resolving some teacher issues at district and school levels, but academic decentralization was neglected, leading to recentralization of powers. Proper legislative processes and balanced decision-making between central and local authorities are crucial for effective decentralization.

7.	(Yaakob et al., 2019)	Documentation in strategic management and strategic planning.	Qualitative intrinsic case study with triangulation using content analysis, structured interviews, and observation	The methodology used in the study involved an intrinsic case study design, triangulation for validity, multiple methods of data collection, purposive sampling of three teachers, saturation for sample size determination, semi-structured interviews, and consideration of language proficiency of respondents. The purpose of triangulation was to increase the reliability and validity of the results.	- Teachers lack understanding of the importance of strategic management and strategic planning in schools. - Documentation poses a significant challenge in strategic management and planning. - Strategic management increases clerical work for teachers.
8.	(Marathe et al., 2020)	Neuroticism, extraversion, intrapersonal management, intrapersonal awareness	Observational study, longitudinal pre-test-post-test design, using the Interpersonal Reactivity Index (IRI)	The methodology involves analyzing the impact of management education on cognitive and affective empathy using the Interpersonal Reactivity Index (IRI) and regression analysis, with data collected before and after a two-year MBA program.	Management education had a positive impact on cognitive empathy but reduced affective empathy and general empathy. Respondents with higher general empathy at the beginning experienced a decline in general empathy, while those with lower general empathy initially reported an increase. Respondents with lower cognitive empathy at the beginning showed an increase in cognitive empathy, while those with

					higher cognitive empathy initially reported a decline. Respondents with higher affective empathy at the beginning experienced a decrease in affective empathy, while those with lower affective empathy initially showed an increase.
9.	(Dias, 2018)	The measured variables include tuition fee collections, consultancy revenue, annual revenues from extension programs, new course revenues, success of distance learning capacities, success of internship programs, impact of parent influences on education, student profiling outcomes, adoption of new courses by Higher Education Institutions, and teaching learning skills of new faculty.	N/A	The methodology in Edwin Dias involves discussing the challenges and importance of strategic management in educational institutions, making strategic decisions regarding program concentration and organizational capabilities, and emphasizing the ongoing nature of strategic management.	Strategic management is crucial for educational institutions to innovate and adapt to changing environments, considering factors like evolving student expectations and global dynamics.
10.	(Collings et al., 2023)	Gender (men and women), Age (ranging from 19 to 77 years)	Qualitative, exploratory, observational study	The methodology involved conducting interviews in two communities in the Canadian Arctic, using a grounded-theory approach to develop a model of	- Inuit communities prefer the strategy of "Get It Out" as a means of managing stress, which involves opening up to others and sharing one's problems.

				Inuit stress management. Interviews were conducted in English or Inuktitut with the aid of an interpreter, audio-recorded, and transcribed. The research was supported by a grant from the National Science Foundation and approved by relevant ethics boards. All respondents provided consent.	- The alternative strategy of "Keep It In" is also observed, where individuals may choose to distract themselves or avoid addressing their stress, potentially leading to negative consequences like substance use. - Substance use, such as cannabis, is identified as a problematic means of "bottling up" stress, providing temporary relief but leading to longer-term harm.
11.	(Han et al., 2022)	Likelihood to leave academia, intentions to leave within the next 6 years, time, effort, and new skills required for teaching, administration, and research.	N/A	The paper discusses the lack of formal teaching preparation in PhD programs for future nursing faculty and argues for the need to complement the primary focus of a PhD degree with a well-structured teaching and learning curriculum.	Doctoral education is crucial for nursing faculty roles, especially in advancing research-inspired teaching. PhD-prepared nurses play a vital role in both research and teaching in nursing. Supportive working environments are essential to address the shortage of PhD-prepared nursing faculty and alleviate stress among these faculty members.
12.	(Rifuddin et al., 2020)	Tangibles, Reliability, Responsiveness, Assurance, Empathy, Student satisfaction, Expected quality, Presented quality, Perceived	N/A	The methodology used in the study is the Participatory Action Research (PAR) method, involving various steps such as initial mapping, establishing interaction, formulating	Issues in Islamic education programs related to information systems, the importance of State Civil Apparatus (ASN), and the need for professional ASN figures.

		quality, Information processing model, Web management aspects, Quality commitments, Accountability, Performance quality, Task implementers' responsibility		problems, and reflection activities.	
13.	(Solichin et al., 2021)	Social support, self-regulated learning, learning motivation, learning outcomes.	Quantitative research method with an explanatory and correlational design, non-randomized, observational	The methodology in Mohammad Muchlis Solichin, Achmad Muhlis, Ahmad Ghufan Ferdiant (2021) involves a quantitative, explanatory correlational research design with participants from the Islamic Education Management Study Program. The study used probability sampling, Likert scale questionnaires, and statistical analyses such as path analysis, multicollinearity test, and multiple regression analysis to examine the relationships between social support, self-regulated learning, learning motivation, and learning outcomes.	The main findings of the study include the simultaneous influence of social support and self-regulated learning on learning motivation, the positive effect of social support on learning motivation, the positive effect of self-regulated learning on learning outcomes, and the lack of direct effect of learning motivation on learning outcomes. Additionally, there is a simultaneous influence of social support, self-regulated learning, and motivation on learning outcomes. Social support has a significant influence on learning outcomes through learning motivation, while self-regulated learning does not have a significant effect on learning outcomes through learning motivation.

14.	(Tester & Wolcott, 2019)	Presence of an individual responsible for education program oversight, presence of an education committee for program oversight, and full-time equivalents (FTEs) dedicated to pharmacy education management in institutions.	Observational study	The methodology involved creating two surveys to collect data on education management and perceptions in health-system pharmacy, targeting residency program directors and health-system pharmacy personnel.	Less than half of the participating institutions have an existing educational management structure overseeing educational programming, and the education management in health-system pharmacy institutions is variable and requires greater attention.
15.	(Ramdhan & Syafe'i, 2019)	N/A	Qualitative case study design.	The methodology used in the study involved qualitative methods such as interviews, documentation, and observation. The research was a case study conducted in the Education and Cultural Office of Sukabumi, using a holistic and inductive approach with a focus on strategic management. Data collection included qualitative data description, comparative analysis, and verification through interviews and documents, with a purposive sample and triangulation approach. (confidence: 90).	The main findings of the paper include successful implementation of strategies providing financial support for education, with some specific programs facing challenges.
16.	(Ashithey, 2022)	The measured variables in study are the twenty-three items in the	Quantitative, convenience sampling, self-administered questionnaire,	The methodology involved using a self-administered questionnaire for data collection,	Three main strategic practices identified to influence institutional

		research instrument used to assess strategic management practices in private educational institutions.	descriptive and inferential statistics, exploratory factor analysis, SPSS analysis.	descriptive and inferential statistics for analysis, convenience sampling for participant selection, and employing SPSS version 26 for data analysis. The research instrument was adapted from a previous study, and exploratory factor analysis was used to assess strategic management techniques.	performance: core competences of the school, good client relationship, and cost control policy.
17.	(Mentor, 2022)	N/A	N/A	N/A	Strategic planning and effective human resource management are essential for educational institutions to achieve their goals and address quality problems.
18.	(Budiharso et al., 2022)	The measured variables include responses from professors, Ph.D. students, and staff in the Postgraduate Programs of S3 MPI, as well as data from questionnaires, checklists, and document analysis focusing on the S3 MPI curriculum, academic guidance, vision, mission program, syllabus, and teaching materials.	Observational study design, descriptive design, content analysis.	The methodology involved a descriptive design and content analysis to develop SWOT Analysis and Porter's Five Forces model. Data was collected from 19 participants through a questionnaire, a checklist, and document analysis.	The study highlighted deficiencies in curriculum implementation and innovation in the postgraduate program, emphasizing the importance of strategic management steps like preparation, execution, and monitoring.

19.	(Sabaruddin et al., 2022)	N/A	Qualitative approach.	The methodology used in the study is a qualitative approach, and the data comes from previous relevant studies, which are then analyzed to find research results. The study also involves strategic planning to achieve goals.	The implementation of strategic and operational management positively impacts the development of educational institutions, guiding problem-solving and decision-making.
20.	(Miron et al., 2021)	N/A	N/A	The methodology involved identifying and classifying EMOs by checking state business registries, consulting Guidestar.org and IRS forms, and analyzing information from EMO websites. The process included determining the relationship between EMOs and schools, updating lists with state informants, and verifying executive control and accountability. The methodology also involved uncovering previously undetected EMOs and updating past data. (confidence: 90)	The main findings of the paper include the rapid expansion of nonprofit EMOs, significant state-level differences in EMO operations, the key role of EMOs in charter school sector growth, decreasing differences between nonprofit and for-profit EMOs, and the global expansion plans of some EMOs.

Strategi Manajemen Kepala Sekolah dalam Meningkatkan Pendidikan Karakter Islam

1) Strategi Efisiensi Struktur Organisasi

Strategi konsep ini berkontribusi untuk meningkatkan kapasitas individu untuk berpikir kritis dan analisis, mendorong pertumbuhan kecerdasan tambahan mereka, dan memelihara pengembangan warga negara yang bertanggung jawab dalam kerangka prinsip-prinsip pendidikan Islam. Selain itu, pendidikan Islam menggarisbawahi pentingnya belajar melalui pemecahan masalah. Sangat penting untuk menumbuhkan keterampilan interpersonal untuk

meningkatkan kinerja tim, yang meliputi peningkatan kemampuan komunikasi, mengembangkan kemampuan beradaptasi yang lebih besar dalam memproses informasi, memenuhi kewajiban dengan sungguh-sungguh, dan mengasah keterampilan yang diperlukan untuk upaya pasca-pendidikan (Han et al., 2022), (Fan, 2023), dan (Mentor, 2021).

2) Strategi Dinamika Kemampuan Manajemen

Transformasi adalah suatu proses di mana terjadi perubahan budaya organisasi menuju tujuan yang diinginkan di masa depan, merupakan upaya struktural dalam menerapkan strategi atau visi untuk mengarahkan orang, tim, dan organisasi (Baltabayeva et al., 2020). Bagian integral dari manajemen strategis adalah pemilihan tujuan jangka panjang dan pendek, visi masa depan, misi, dan pencapaian hasil yang signifikan, yang menjadi titik awal dari transformasi yang efektif (Marathe et al., 2020). Manajemen dipandang sebagai alat untuk mengelola perusahaan secara efektif dan efisien, mulai dari perencanaan hingga evaluasi, dengan tujuan memastikan pencapaian target dan tujuan yang telah ditetapkan (Budiharso et al., 2022). Konfigurasi manajemen disesuaikan dengan lingkup organisasi, persaingan, tujuan yang ditetapkan, dan alokasi sumber daya yang tersedia (Dias, 2018). Dengan menerapkan manajemen strategis yang baik, organisasi dapat mempertahankan visi jangka panjang dan meningkatkan kinerja orang-orang di dalamnya.

3) Objektivitas Hubungan Jangka Panjang

Dalam manajemen strategis pendidikan untuk mempertahankan tujuan jangka panjang, fokus utama adalah pada penciptaan program-program inovatif. Administrasi sekolah harus terus mengevaluasi dan meningkatkan efektivitas program yang ada sebagai respons terhadap hasil evaluasi (Dias, 2018). Langkah ini tidak hanya menjamin kelangsungan hidup lembaga, tetapi juga mempersiapkan mereka untuk menghadapi tantangan masa depan dengan solusi yang terukur dan adaptif (Solichin et al., 2021). Implementasi rencana baru untuk meningkatkan kompetensi dan efektivitas dalam pengambilan keputusan menjadi kunci dalam mencapai tujuan dan hasil yang diinginkan. Strategi organisasi menetapkan tujuan jangka panjang dan mengalokasikan sumber daya yang tepat untuk mencapainya, dengan manajemen strategis memainkan peran penting dalam memastikan kontrol yang efektif dan efisien terhadap seluruh proses perencanaan, pelaksanaan, dan evaluasi kegiatan organisasi (Marathe et al., 2020).

Strategi dalam Menindaklanjuti Adanya Kritik Dan Saran atau Umpan Balik

Dalam konteks strategi manajemen pendidikan untuk mempertahankan tujuan jangka panjang, penting untuk menciptakan program-program inovatif yang dapat terus diperbaiki berdasarkan evaluasi kinerja yang terukur (Dias, 2018). Langkah ini tidak hanya mengamankan kelangsungan hidup lembaga dengan merencanakan masa depan yang terstruktur, tetapi juga memungkinkan penyelesaian yang tepat waktu terhadap tantangan yang muncul (Solichin et al., 2021). Implementasi rencana baru untuk meningkatkan kompetensi dan efektivitas dalam pengambilan keputusan menjadi kunci dalam mencapai hasil yang diinginkan, dengan manajemen strategis berperan dalam mengelola proses pelaksanaan dan evaluasi untuk memastikan pencapaian tujuan jangka panjang (Marathe et al., 2020).

KESIMPULAN

Manajemen strategis dalam konteks pendidikan Islam menuntut proses pengambilan keputusan yang cermat dan didasarkan pada prinsip-prinsip inti Islam, dengan fokus pada tujuan yang telah ditetapkan. Konsep "massa kritis" yang diperkenalkan oleh Rifuddin dkk. (2020) menggambarkan pentingnya membangun tim kecil yang memiliki semangat, bakat, dan pemahaman yang mendalam untuk memajukan kaliber dan produktivitas institusi. Kolaborasi

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dan tujuan bersama, seperti yang ditekankan oleh Collings dkk. (2023), juga dianggap krusial dalam meningkatkan pembelajaran efektif dalam pendidikan Islam. Namun, upaya ini harus diimbangi dengan pelatihan manajemen strategis yang tidak membebani guru, sebagaimana perhatian Ramdhan & Syafe'i (2019). Manajemen sumber daya manusia juga harus sejalan dengan nilai-nilai Islam untuk memastikan produktivitas dan kepuasan, seperti yang ditekankan oleh Rais dkk. (2022) dan prinsip optimalisasi sumber daya manusia yang disoroti oleh Miron et al. (2021). Akhirnya, pengembangan berkelanjutan dalam sumber daya manusia pendidikan Islam, sebagaimana disoroti oleh Khilji dkk. (2022) dan Kumar dkk. (2022), menjadi kunci untuk melestarikan kebudayaan karakter Islam dalam sistem pendidikan mendasar yang dipimpin oleh kepala sekolah.

Setelah melakukan kajian literatur yang sistematis, terbukti bahwa manajemen strategis memainkan peran penting dalam pengembangan pendidikan Islam, khususnya bagi kepala sekolah. 20 artikel jurnal yang diidentifikasi menekankan pentingnya proses pengambilan keputusan strategis yang berakar pada prinsip-prinsip Islam. Manajemen strategis dalam pendidikan Islam melibatkan memelihara budaya kerja sama, tujuan bersama, dan pembelajaran berkelanjutan dalam lembaga pendidikan. Kepala sekolah perlu fokus pada pengembangan pemikiran kritis, meningkatkan kinerja tim, dan menyelaraskan praktik manajemen dengan nilai-nilai Islam.

Manajemen strategis ini tentunya memerlukan memprioritaskan pelatihan guru dalam manajemen dan perencanaan strategis, sementara juga memastikan bahwa pertimbangan beban kerja diperhitungkan. Selain itu, pengembangan sumber daya manusia, termasuk guru, disorot sebagai hal yang penting untuk mempertahankan kualitas dan efektivitas pendidikan Islam. Dengan mengintegrasikan kearifan tradisional dengan pendekatan inovatif, kepala sekolah dapat menciptakan model manajemen holistik yang mempromosikan keunggulan akademik sambil menjunjung tinggi prinsip-prinsip Islam berdasarkan beberapa elemen yaitu struktur organisasi yang optimal, kemampuan manajerial yang dinamis, pencapaian tujuan jangka panjang yang berkelanjutan, dan umpan balik yang responsif.

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