

Review Article

Strategic Management in Improving the Performance of Islamic Boarding School-Based Higher Education Organizations

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Abstrak. Islamic boarding school-based universities are often perceived as less competitive compared to non-boarding school universities, particularly in facing the challenges of the Industrial Revolution 4.0 and the transition toward Society 5.0. These eras are marked by integration of technological systems such as IoT (*Internet of Things*), AI (*Artificial Intelligence*), robotization, and automation, which are considered inevitable demands of the times. This study examines strategic management practices at the Islamic University of Tribakti Lirboyo Kediri and the University of Islamic Boarding School Darul Ulum Jombang, which continuously strive to remain competitive and attractive to society. Employing a qualitative approach with a multi-site study design, data were collected through in-depth interviews, participant observation, and documentation, then analyzed using condensation, data display, and conclusion drawing. The findings reveal that strategic management in both institutions applies SWOT analysis to identify strengths, weaknesses, opportunities, and threats, enabling them to anticipate market trends. Strategies are formulated to determine institutional direction, allocate resources, and achieve long-term goals. Implementation occurs at corporate (rectorate), business unit (faculty), and functional (study program) levels, fostering adaptability, innovation, and efficiency. Continuous evaluation ensures effective resource utilization and responsiveness to socio-political and technological changes, positioning these universities toward achieving *World Class Islamic University* status.

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1. Introduction

Educational institutions, including Islamic Religious Colleges (PTKI), currently operate in a market environment that affects their ability to serve and meet the needs of users of educational services. (Alina, F., 2012). Reforms in the world of education, such as decentralization, structural change, internationalization, and privatization, bring higher education into a competitive environment. (David Schüller and Vladimír Chalupský., 2011). This condition directs higher education institutions to be more market-oriented, in an effort to maintain sustainability in the future. (Tony, C., 2026). Likewise, the existence of Islamic religious colleges (PTKI Pesantren) is often looked down upon, as a second choice and of low quality. In addition, the emergence of the term "pesantren entered campus", which illustrates that the world of pesantren is no longer exclusive and considered marginal. In fact, Islamic Boarding Schools (PTKI) possess various advantages not found in other higher education institutions, one of which is the integration of learning by instilling Islamic boarding school values, which produce intellectually intelligent graduates who adhere to religious values (Mashudi, 2021).

In line with this, Indonesian Islamic thinkers, both on and off campus, continue to work to refine the format for a harmonious relationship between Islam and science, starting

from formulating fundamental ideas, finding common ground, developing scientific development models, establishing institutions, developing curriculum models, selecting lecture strategies, shaping the campus environment, writing literature, journals, writing lecture papers, writing theses, dissertations, and even developing examination patterns (Qomar, M., 2015). In 2022, Indonesia had 58 Islamic Religious Higher Education Institutions, consisting of 23 State Islamic Universities (UIN), 29 State Islamic Institutes (IAIN), and 6 State Islamic Colleges (STAIN). Meanwhile, there were 835 Private Islamic Religious Higher Education Institutions (PTKIS). The shift towards strengthening PTKI and the institutional shift from institutions to universities should be interpreted in the context of Islamic Educational Institutions' efforts to renew their strategic educational management models (Miftakhur, R., 2021).

Most higher education institutions lack human resource capacity for strategic planning. They generally perform operational activities by doing the same things day after day. Traditional models are applied to address environmental conditions and ignore opportunities. As a result, institutions often miss opportunities for future development. (Kotler, P, and Patrick E, 1981). The study found that one of the main obstacles faced by institutions in implementing strategic management is the inadequate understanding of the strategic management process by institutional leaders. (Chukwumah, F, and Obiageli E, 2015). This misunderstanding has led to the underestimation of strategic management as a solution to the problems faced by institutions. This is why many universities have failed to achieve success in keeping up with the changing times. The Islamic education system was initially characteristic of Islamic boarding schools (pesantren). Over time, the Madrasah Diniyah learning model began to develop within the informal education concept within the community and into formal education in schools, from elementary to secondary and even higher education (Naim, 2022). The launch of "Islamic boarding school-based PTKI" is based on several fundamental considerations. First, Islamic boarding schools and PTKI are two centers of study with shared strengths and weaknesses. On the one hand, Islamic boarding schools are traditional educational institutions that are generally weak in organizational management, methodology, and academic culture. The strategies employed thus far have generally been repetitive, resulting in a buildup of strategies that are then perceived as final. However, on the other hand, PTKI in Islamic boarding schools should not be underestimated, as history cannot ignore the contribution of Islamic boarding schools as agents of culture and bastions of morality deeply rooted in society (Edi, C, 2017).

Strategic management plays a crucial role and function in determining how organizations, institutions, and organizations can survive and thrive in the face of rapid change. Many companies and institutions that were once successful ultimately decline, even reaching their lowest point, bankruptcy. While many factors contribute to the demise of a company or institution, the underlying cause is a lack of strategic planning and action in the face of change and internal and external challenges, leading to failure. This also applies to higher education institutions, particularly those based in Islamic boarding schools (Arwani, R., 2022).

Strategic planning is often undertaken out of necessity and is simply a requirement for administrative completeness, for example for accreditation purposes. Some create idealistic plans, but they are difficult to implement. Institutions often find it difficult to implement strategic plans due to the mismatch between ideals and reality. (Cowburn, S., 2005) This condition seems to increasingly demonstrate the difficulty of strategic management theory and strategic planning to be applied in organizational contexts such as higher education institutions. However, this does not occur in all PTKI that fail to apply the concept of strategic planning in developing institutional strategies. Globalization penetrates geographical, national, and even civilizational barriers, so that education as a component of globalization cannot be prevented by any country or society. (Masrokan, P., 2014).

The development of several PTKI campuses, which were previously considered second choices, has recently shown an extraordinary phenomenon, both private and public, transforming to become more market-oriented and winning the competition. They have succeeded in creating effective strategies in organizational development to date. They can become modern institutions and develop into multi-level organizations. (Zaenul F, 2019) They have even become increasingly large organizations with complex structures and sub-units that even exist outside the core business. Campuses that have complete organizations that have successfully developed over time include Tribakti Islamic University (UIT) Lirboyo Kediri, and UNIPDU Jombang. Both institutions are higher education institutions that have achieved institutional development from the level of college and institute to the level of university. Strategic management which is an important requirement in managing an institution, is

referred to as the art and science of formulating, implementing and supervising cross-functional decisions that enable a company to achieve its goals. Next, UNIPDU is an educational institution managed by the Darul Ulum Islamic Boarding School Foundation (YAPETIDU) Jombang, which initially established Darul Ulum University (UNDAR) Jombang, Then in 1999 the foundation received a Decree from the Ministry of National Education Number 122/D/O/1999 to establish the Darul Ulum Foreign Language College (STIBA DU) and in this year also received a Decree from the Director General of Islamic Religious Institutional Development Number E/110/1999 the name of the Faculty of Tarbiyah and Sharia, Darul Ulum University was changed to Darul Ulum Islamic College (STAI DU) Jombang.

The two Islamic Boarding School-Based Universities have been visited and preliminary study data has been obtained that each has its own uniqueness in terms of managerial and organizational performance by involving strategic management, this is proven by the preparation of the vision, mission, and strategic plan, universities as stages of strategic management and the increasing progress of the two universities, where in its development from universities are able to innovate to become universities. Starting from there, the author considers it necessary to conduct in-depth research on the organizational performance of Islamic boarding school-based universities, which implement strategic management massively and continuously in the two Islamic boarding school-based universities.

2. Research Method

This research uses a qualitative approach, namely a research method that attempts to describe and interpret objects according to what they are. (Sukardi, 2005). A qualitative approach was chosen because it is able to describe and understand the meaning underlying participant behavior, describe complex settings and interactions, explore to identify types of information, and describe phenomena. (Faisal, S. 1990). Meanwhile, the design used in this research, using a multi-site design, is a qualitative research design using the same research focus but involving several locations and research subjects, as a "system unit" in the form of a program, activity, event, or group of individuals bound by place, time or certain ties, where the research subjects are assumed to have the same characteristics with the aim of developing theories that are raised from several similar research settings, so that theories can be produced that can be transferred to broader and more general situations.

The sites selected for this study were Tribakti Islamic University in Kediri and Darul Ulum Islamic Boarding School University in Jombang, focusing on strategic management research to improve organizational performance. These institutions generally share similar characteristics. Although they share similar characteristics, each institution has specific characteristics that differentiate them. The researcher employed a case study. Case studies are conducted on ongoing events or phenomena, not on past events (ex post facto). Data collection methods included in-depth interviews, participant observation, and field documentation. Data analysis utilized single-data analysis, encompassing data condensation, presentation, and verification. The researcher then employed multi-site data analysis. Data verification was also conducted by extending attendance, observing persistence, triangulation, and member checking.

3. Research Results and Discussion

Strategic management is very important to be carried out in any educational institution, every institution must have a mature plan in determining the objectives of the institution. Strategic Management is known as the science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. (Ordones, Patricia, 2014). Strategic management is a combination of management, marketing, accounting, research operations, and improvement and information systems to achieve organizational success. (Jeffrey, 2013). Strategic management is a large-scale planning (called strategic planning) that is oriented towards the far future (vision), and is determined as a top management decision (a fundamental and principled decision), in order to enable the organization to interact effectively (mission) in an effort to produce something (operational planning to produce quality goods or services and services), directed at optimizing the achievement of goals (strategic goals) and various targets (operational goals) of the organization (Michael, 2011).

This research focuses on the application of strategic management stages at the corporate (rectorate), business unit (dean's office), and functional (study program) levels, as

part of an organization that has implications for its performance in being able to compete and become a superior institution on a national and even international scale. The results are as follows:

First, Environmental Scanning at the Corporate, Business Unit, and Functional Levels in Improving Organizational Performance. The scanning process carried out by the Tribakti Lirboyo Islamic University in Kediri and the Darul Ulum Islamic Boarding School University in Jombang used a SWOT (Strength, Weakness, Opportunities, Threats) analysis, which is a strategic factor for the organization. This is in accordance with the results of previous research that by using the SWOT analysis technique, organizational performance can develop and the quality of Islamic education graduates is not underestimated, but instead has a very large role in the community. (Khorri, A. 2025). Environmental scanning activities were carried out by both institutions at the corporate (rectorate), business unit (dean's office), and functional (study program) levels with the following stages:

Internal Analysis

The steps taken by Tribakti Lirboyo Islamic University in Kediri and Darul Ulum Islamic Boarding School University in Jombang in the internal environment include recording the strengths and weaknesses in the organizational structure, culture, and resources. Structure is the way an organization or institution operates in terms of communication, authorization, and workflow. Culture encompasses the customs, traditions, beliefs, values, and expectations internalized by the organization's members. Furthermore, resources are assets owned by the organization or company in the form of finances, employee skills and abilities, facilities, and company equipment (Fitri, A. 2013).

Both institutions effectively record strengths and weaknesses and then compile the recorded results as data for careful analysis. They utilize each strength as capital for institutional development, while analyzing each weakness to minimize it and even create new strengths. Similar to relevant research findings, the findings of these two research institutions also create regulations to ensure universities utilize their resources efficiently. Furthermore, they create a positive brand image as a strategy (Panda, S. 2019).

Eksternal Analysis

Data collection by both universities also focused on the external environment. External forces encompass all types of stakeholders, economic trends, and various policies and legal regulations. Institutional managers at both universities identified various events and trends related to future organizational performance. This aligns with Wheelen and Hunger's definition of strategic management as a series of managerial decisions and activities that determine long-term organizational performance. During the scanning process, institutional managers at both universities sought to identify environmental factors relevant to key aspects, including: economics, politics, social and demographic trends, technology, competition, and geography (Fitri, A. 2013).

Both universities analyze opportunities and threats, capitalizing on each opportunity while simultaneously analyzing threats to find solutions and minimize them, and, if possible, transform threats into opportunities. These institutions adhere to the motto that every missed opportunity can turn into a threat, while every threat neutralized and treated with innovation can turn into an opportunity. Furthermore, both universities strive to innovate to maintain their educational processes as a cadre of scholars (Berina, Z. 2022).

The external environment managed by both universities includes opportunities, which are positive situations and factors outside the organization that help the organization achieve or exceed the achievement of its vision and mission, while challenges/threats are negative factors outside the organization that can cause the organization to fail in achieving its vision and mission (Akdon, 2011).

Both Corporate, Business Unit, and Functional Strategy Formulations in Improving Organizational Performance. Strategy formulation at Tribakti Lirboyo Islamic University in Kediri and Darul Ulum Islamic Boarding School University in Jombang is carried out concretely and is related to the development of the organization's mission, objectives, strategies, and policies. Strategy formulation is carried out by both institutions at the corporate (rectorate), business unit (dean's office), and functional (study program) levels with the following stages:

Determining the Vision

At this stage, the Tribakti Lirboyo Islamic University in Kediri and the Darul Ulum

Islamic Boarding School in Jombang formulated a vision, a picture of the organization that will be realized in the future, or a reflection of where the organization is headed. In addition, the organization also established a mission and goals to be achieved in both the short and long term. In line with previous research, visionary preparatory steps are necessary in formulating fundamental ideas or concepts for the organization and Islamic boarding schools in implementing productive economic empowerment activities (Gunawan, 2014).

Both institutions conduct environmental analysis to obtain adequate information about the external environment and its internal resources. With this analysis, the organization can then capitalize on external opportunities and challenges, as well as internal strengths and weaknesses, to achieve its goals.

The mission statement of both institutions aims to clearly define the organization's fundamental purpose, distinguishing it from other organizations. Through this mission, both institutions answer the questions of who we are and what we will do. Based on this vision, both institutions formulate a vision for the organization's future, its form, its desired state, and its development direction. (Fitri, A. 2013).

In formulating a vision and mission, university leaders must consider input from stakeholders within the organization. These stakeholders can be internal, including faculty and staff, or external, including the surrounding community. Each of these stakeholders requires university leaders to accommodate all interests, both internal and external, so that these interests are reflected in the formulation of the organization's mission. Organizational leaders also consider building competitive advantage through appropriate and effective strategies. Strengthening commitment, work ethic, hard work, and maintaining partnerships are effective leadership strategies for managing their organizations. (Chin Hee Soo, 2022).

To implement a university's vision and mission, university leaders must define goals to be achieved in order to establish standards that must be met as benchmarks for mission success. Goals must be clearly stated and concretely state what will be achieved and when, so they can be translated into operational targets. Furthermore, defining the vision and mission requires the involvement of all knowledge-based assets, which are strategic assets that add value to the organization and improve organizational performance (Istikhoroh, S. 2022).

Determining Goals

The process of determining objectives at both universities begins with prioritizing a number of strategic issues to be addressed and then establishing outcomes as benchmarks for organizational performance. These outcomes are then used as the basis for developing strategies and objectives. Objectives are the end result of planning activities. Both universities define what will be accomplished and when, and measure the level of achievement. Achieving these objectives for both universities is the result of completing the mission. This aligns with R. Edward Freeman's opinion that strategic management is a continuous process, although at different points in time, decisions must be made (Edward, 2015). Similarly, Wheelen and Hunger state that strategic management is a set of managerial decisions and actions that determine a company's long-term performance (Thomas, 2012).

The specific objectives of both institutions are focused on organizational survival. This survival includes: satisfying/serving customers, improving organizational growth, keeping costs as low as possible, and so on. Meanwhile, the general objective is focused on the welfare of the community or increasing the active participation of the organization in its responsibilities to the community.

Strategy Development

Strategy development at both institutions is carried out comprehensively, regarding how the company will achieve its mission and objectives. The strategies developed at both institutions are useful for maximizing competitive advantage and minimizing limitations in competitive capabilities. This is in line with the opinion that strategy formulation is an improvement in long-term plans for the effective management of environmental opportunities and threats, seen from the strengths and weaknesses of the organization (Thomas, 2012). After identifying the threats faced by the organization, the opportunities or chances it has, and the strengths and weaknesses that exist within the organization, we can then determine or formulate organizational strategies. As a higher education institution, universities live in a competitive world of higher education services. Theoretical and practical studies prove that fierce competition will be won by organizations that have a level of sustainable competitive advantage (Istikhoroh, S. 2022).

Both institutions actually carried out the strategy development process, with several

steps involved, including creating a mission statement, a condensed version of the overall plan, that answers the questions of who, what the goals are, and how. Then, they identified the university's mission objectives, stating where it is located, what its objectives are, and how much time is needed to achieve them. Next, they determined targets, which are the driving force behind achieving the goals. A work plan was also developed, addressing the questions of what needs to be done, how it will be done, who will do it, and when the work will be completed.

Policy making

The policymaking conducted by both universities provides broad guidance for overall organizational decision-making. The adopted policies also serve as a guideline linking strategy formulation and implementation. These policies are interpreted and implemented through the strategies and objectives of each division (Fitri, A. 2013). Divisions then develop their own policies, which serve as guidelines for their functional areas to follow.

The policymaking conducted by both universities refers to specific guidelines, methods, procedures, rules, and administrative practices established to support and encourage efforts to achieve established goals and ensure consistent decision-making. Policymaking also considers the impact of transformative strategies, as evidenced by previous research exploring the impact of digital transformation strategies on achieving competitive advantage in interactive educational services. This study demonstrated that the competitive factors of digital transformation contribute to organizational competitive advantage (Dian, 2023). The policies determined by both institutions are a crucial dimension, given their role as determinants of what will be done. Furthermore, what will be done must be based on specific problems, needs, or aspirations. This means that it is wrong to make a policy decision without any real problems, needs, or aspirations, and certainly cannot be based on problems or needs fabricated by certain parties to fulfill their own interests. Considering that policy is part of public administration, the focus should be on public problems, needs, and aspirations. An institutional policy is also implemented to explore the impact of digital transformation strategies on gaining competitive advantage in interactive education services (Chin Hee Soo, 2022). Therefore, to ensure that the policy taken becomes a solution to the various problems faced by society, it is necessary to formulate a strategy in developing the policy.

Predetermined policies need to be implemented considering the many factors that must be considered and influence the final product. These factors include external factors, such as environmental, socio-political, and stakeholder influences with an interest in the policy product, and internal factors such as institutional issues, human resources, time availability, or funding or budgetary issues.

Third, the implementation of corporate, business unit, and functional strategies to improve organizational performance. The strategy implementation undertaken by both universities was carried out by putting strategies and policies into action through the development of programs, budgets, and procedures. This process included comprehensive changes to the culture, structure, and management systems of the organization as a whole. The results were:

Program Creation

The program development undertaken by both institutions represents a statement of the activities or steps required to complete the planning. The programs involve organizational restructuring, changes in the organization's internal culture, or the initiation of new research endeavors. Both institutions implement programs to create strategy-oriented actions. Some of the programs implemented at both institutions include: restructuring programs, advertising programs, training programs for lecturers and other educational staff, programs for developing reporting procedures in the accounting system, and infrastructure modernization programs. This is intended to ensure organizational performance runs smoothly and aligns with the management functions of planning, organizing, implementing, and monitoring (Berian, 2022). The programs created must first be related to the formulated strategy. Furthermore, a program should be action-oriented, as much as possible. A program is a series of activities with a specific duration and designed to support the achievement of company goals. It can be concluded that a program is a series of activities or a set of actions to achieve goals. The programs developed focus on conceptualizing the university's brand image as its heritage, service quality, and trustworthiness, and investigating their relationship to student satisfaction (Panda, S. 2019).

An organization must have goals to achieve, therefore, to achieve these goals, programs must be created, usually within the program explaining the activity tools to support the achievement of organizational goals. Programs in higher education are created to support the achievement of the university's vision and mission. These programs are followed by the preparation of work plans, which aim to minimize existing threats both internally and externally. (Syaiful, A. 2024). In the work programs of both institutions, there is a division of human resources needed to complete a job, there are steps to implement the program, the work program is directed according to the mission and vision and goals of an organization. Part of the purpose of the program is to create strategies that can be implemented in the form of actions that lead to achieving goals. presenting key resources as social cloud services, data combination, content sharing, and products/services. Online applications that collect user data about education and share class information and evaluations create new class operational processes in the field of educational services for the collection-merging-sharing value proposition with social cloud functions. (Chin Hee Soo, 2022). The work program to achieve the goals of both institutions can be divided into 3 according to the time period, namely: (1) Long-term planning is planning that is valid for between 10 and 25 years. (2) Medium-term planning is planning that is valid for between 5 and 7 years. (3) Short-term planning is planning that is generally valid for only around 1 year.

Budget Preparation

The budgeting process in both institutions is implemented after the program is developed. Budget planning is the corporation's final, concrete check on the feasibility of its chosen strategy. An ideal strategy can become impractical only after specific implementation programs have been detailed and costed. The budget program's implementation is expressed in monetary terms, with each program detailed in costs that management can use for planning and control. Budgets not only provide detailed planning of new strategies in action. The importance of budget program implementation, as previous research has concluded, suggests that organizations with a sustainable competitive advantage, rather than a temporary one, will win in intense competition (Istikhoro, S., 2022).

The steps taken by both institutions in preparing the budget are as follows; (1) Investing the plan to be implemented (2) Preparing the plan based on the priority scale of its implementation (3) Determining the work program and program details (4) Determining the needs for implementing the program details (5) Calculating the funds needed (6) Determining the source of funds to finance the plan. Thus, every budget issued must calculate the funds needed. Budget preparation starts from the activity or program plan that has been prepared and then calculates how much money is needed to carry out the activity. This aims to make recommendations that universities must utilize their resources efficiently (Panda, S. 2019).

Procedure Creation

The procedures implemented at both institutions are Standard Operating Procedures, a system of sequential steps or techniques that detail how a task or job is completed. Procedures specifically detail the various activities that must be carried out to complete an organization's or institution's programs. (Fitri, A. 2013). After the budget is programmed, standard operating procedures are developed. Both universities specifically detail the various activities that must be implemented to improve corporate programs. They also update several technological changes as outlined in the strategy. (Omar, 2021). After the program, division of labor, and budget are created, both institutions proceed to create Standard Operating Procedures (SOPs). In many cases, these procedures are not always created after the work program and budget are finalized, as they may have been previously developed. These procedures are the sequence of activities that must be completed to complete a specific section of work within the program. With procedures in place, we can ensure that a job is completed properly and the results meet expectations.

The procedures implemented by both institutions are instructions or commands and the steps for how a job must be completed and can be completed successfully. Every program activity must have procedures to clarify how it will be completed. A procedure details the activities required to implement the program. This ensures that organizational programs in higher education institutions run smoothly and align with the management functions of planning, organizing, implementing, and monitoring (Berina, Z, 2022).

Fourth, Evaluation of Corporate, Business Unit, and Functional Strategies to Improve Organizational Performance. After a strategy has been formulated and successfully implemented, the strategic management process is not complete; there is still one more task

to be undertaken: strategic evaluation. Strategic evaluation, herein referred to, refers to efforts to monitor the results of strategy formulation and implementation, including measuring organizational performance and taking corrective measures if necessary (Fremont E. Kast, 2015).

The evaluation results conducted by both institutions will serve as the basis for organizational control, determining whether the gap between actual performance and standard performance is within tolerance or has deviated significantly, necessitating corrective action. The results of the evaluation and control will then serve as feedback for the organization, enabling it to make improvements in every strategic management process, from environmental monitoring to evaluation. Strategic evaluation is conducted by both institutions using a reward-and-punishment-based assessment for the organization. (Junaris, M, 2016).

The evaluation and monitoring stages carried out by both institutions involve monitoring performance and comparing it with expected performance. Both institutions utilize various information to make corrections or resolve issues. Evaluation activities are conducted by both institutions at the corporate (rectorate), business unit (dean's office), and functional (study program) levels to identify deficiencies or weaknesses so that necessary improvements can be made immediately. Some of the steps undertaken by both institutions include.

Evaluation and Supervision

Both institutions measure organizational results and compare organizational performance with desired outcomes. The metrics used by both universities are relative and tailored to the organizational unit being assessed and the objectives to be achieved. Both institutions' objectives are established in the strategy formulation section, including profitability, market share, and cost reduction (Fitri, A., 2013).

Stability of Performance Improvement

Both universities conducted a stability test to improve organizational performance. Measurements were made by calculating profit, gains, or the rate of return on investment. At this stage, both universities sought clear and unbiased information, from which they could understand what was actually happening and what had been planned. This research serves as a reinforcement for future research, as strategic management of educational organizational performance will make the allocation of existing resources more effective in achieving national education goals (Munandar, A., 2019).

Performance Achievement Measurement

Performance measurement is conducted by both universities at the rectorate, deanship, and study program levels, using ROI (Return of Investment) to achieve profitability goals. Although both institutions use ROI, they also use other measures to measure other institutional goals, such as social responsibility and employee development. However, profitability is indeed the primary goal of the company or institution. Then, both institutions also calculate by adding up the total profit over a certain period. This will show what happened referring to the existing facts. Therefore, both institutions continue to develop measurements based on profitability, because it serves as a steering control and is able to measure variables that affect profitability in the future. In addition, as an alternative performance measurement, strategic evaluation is necessary, in performance evaluation, namely mentoring and monitoring. If it exceeds the tolerance range of errors, coaching and in-service training will be provided (Gunawan, 2014).

Determining the Type of Control

The next evaluation stage undertaken by both universities was to determine the type of control. They established performance controls that focused on actual performance, on the activities that produced the performance, or the resources used to produce it. The evaluation, in the form of behavioral control, focused on how things should be done through policies, rules, standard procedures, operations, and orders from superiors. Consistent with previous research, in an effort to create professional management, all stakeholders at all levels of the organization carried out their duties with full commitment, intention, and motivation for worship (Gunawan, 2014).

4. Conclusion

Based on field findings and research discussions, it can be concluded that First,

Environmental Scanning at the Corporate, Business Unit, and Functional Levels to Improve Organizational Performance at Tribakti Lirboyo Islamic University in Kediri and Darul Ulum Islamic Boarding School University in Jombang has been implemented in a structured and consistent manner to achieve organizational performance improvement. This includes: scanning both internally and externally to identify strengths and weaknesses, as well as broader opportunities and threats. Furthermore, this includes developing awareness of the dynamic future situation, which is influenced by political, social, and cultural factors. Furthermore, strategic planning is developed to stay ahead of market trends, leveraging the potential and reputation of the institution. Both Corporate, Business Unit and Functional Level Strategy Formulations in Improving Organizational Performance at Tribakti Lirboyo Islamic University Kediri and Darul Ulum Islamic Boarding School University Jombang have been implemented in a structured, systematic and consistent manner to achieve organizational performance improvement by paying attention to the following sequence of activities: (1) formulation of vision and mission, so that the institution is aware of its identity and is able to determine the direction of the ideals to be achieved, (2) determination of objectives, to provide an overview of the objectives to be achieved and direct all institutional resources to achieve the institution's objectives. (3) formulation of strategies, carried out to help the institution plan its business development and win the competition in the field of educational services. (4) policy determination, carried out to determine a series of activities for institutional renewal and improvement and find solutions to institutional problems, especially problems that have fatal consequences for the institution.

Third, the Implementation of Corporate, Business Unit, and Functional Level Strategies in Improving Organizational Performance at Tribakti Lirboyo Islamic University, Kediri, and Darul Ulum Islamic Boarding School University, Jombang, has been carried out in a structured, systematic, massive, and consistent manner to achieve organizational performance improvements by paying attention to the following series of activities: (1) program creation, based on environmental scanning and strategy formulation, then an institutional program is created containing long-term directions that help the institution adapt to the rapid development of technology and the rapid political, social, and cultural changes. (2) budget preparation, budget preparation steps take into account various things, especially the vision and mission, institutional resources, infrastructure, and then carefully calculate the profitability of each program with reference to the creation of effective and efficient performance. (3) procedure preparation, at the corporate or rectorate level, is carried out in detail as a reference for a series of activities at the business unit or dean's level and functional or study program level. The procedures that are prepared contain a series of strategic steps regarding reviewing the strengths and weaknesses of the institution, utilizing opportunities and facing threats, developing product and service innovations and resolving internal and external problems of the institution.

The Fourth Evaluation of Corporate, Business Unit and Functional Level Strategy in Improving Organizational Performance at Tribakti Lirboyo Islamic University Kediri and Darul Ulum Islamic Boarding School University Jombang has been carried out in a structured, systematic, massive and consistent manner to achieve organizational performance improvement by paying attention to the following aspects: (1) evaluation and control are carried out in an effort to ensure the utilization of human resources, infrastructure and budget as well as the implementation of strategic programs run effectively and efficiently (2) stability of performance improvement, used as an action to measure the extent to which work programs are carried out in accordance with the initial program of the institution (3) measurement of goal achievement, this step is carried out in order to find out and ensure that business devices are in line with the main priorities that have been determined and agreed upon (4) determination of the type of control, used to ensure that activities carried out by the institution are in accordance with the plans and procedures that have been determined.

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