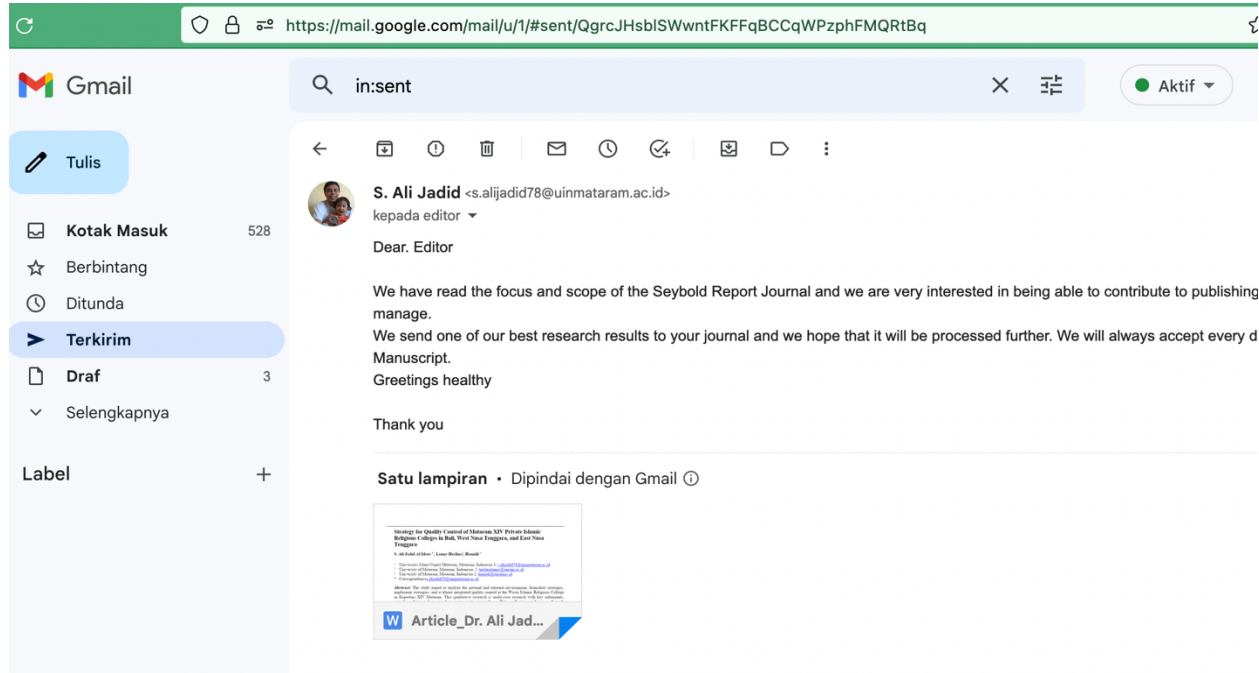


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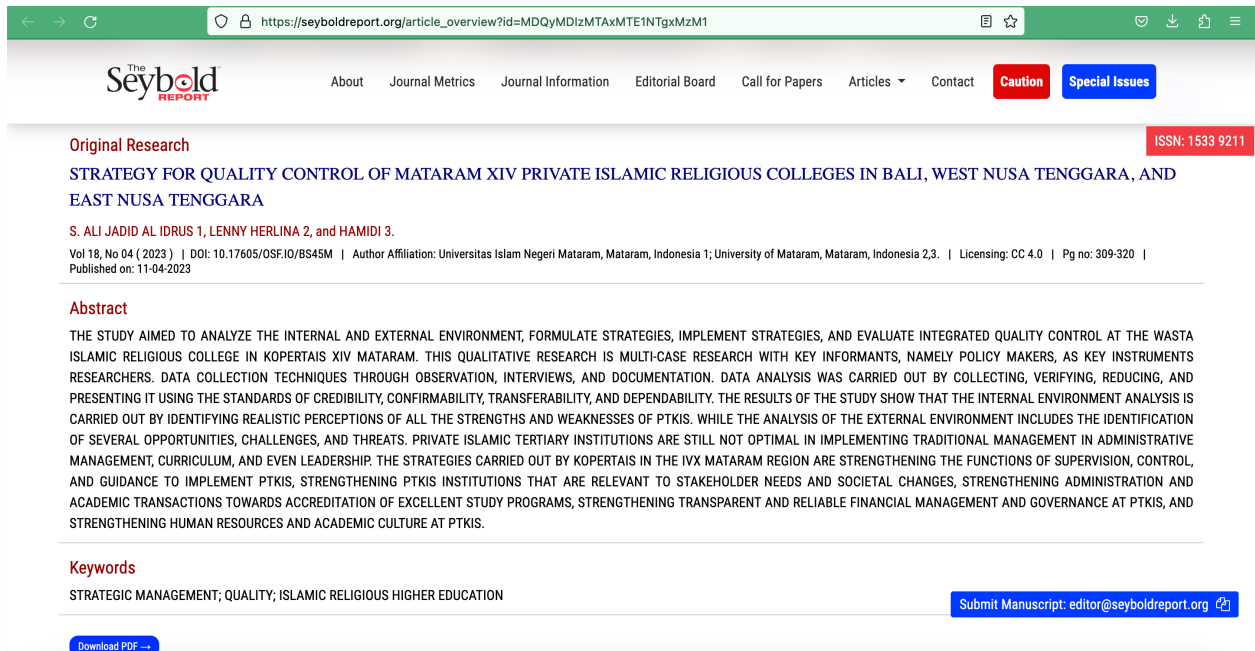
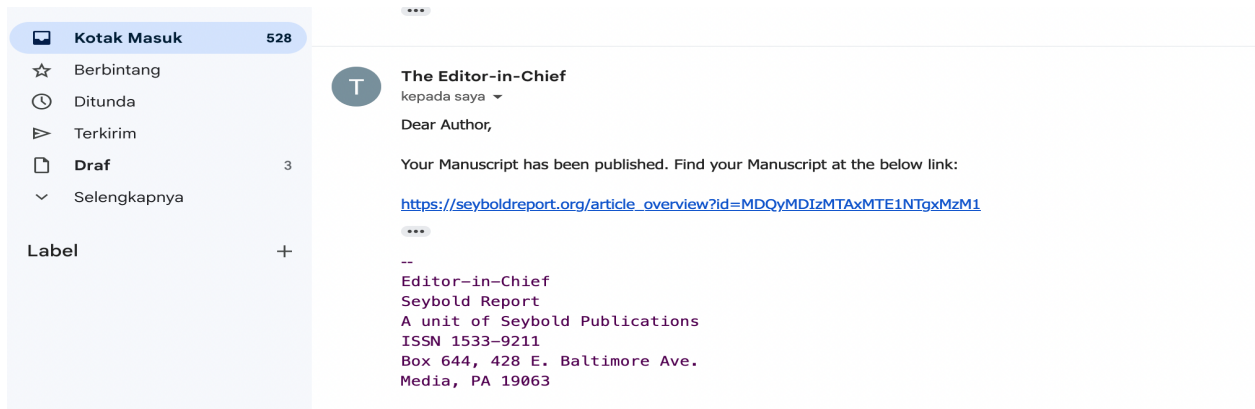
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LAMPIRAN

Quality Control Strategy Management

Coordinator of the XIV Mataram Private Islamic Religious College in Bali,
West Nusa Tenggara and East Nusa Tenggara

S. Ali Jadid Al Idrus

Abstract

The purpose of the study was to analyze the internal, external environment, strategic formulation, strategy implementation and evaluation of integrated quality control of private Islamic religious colleges (known with PTKIS). The method is a qualitative multi-case type with key informants from policy makers, and researchers as key instruments. The results of the analysis of the internal environment are structure, culture of resources. External environment, namely Islamic Boarding School Social Institutions, Ormas, Business Institutions, Foundations. The formulation of the PTKIS Kopertais quality strategy for the XIV Mataram region, namely (1) more focused in achieving its goals, (2) sustainable and sustainable, (3) Minimizing the impact of situations or changes, (4) Empowering managers and employees in coordination, supervision and internal communication between personnel, (5) Help learn, act to move forward, Implementation of the PTKIS integrated quality strategy. The XIV regional kopertais are balancing market forces with higher education and the economy, resolve the organizer's internal problems. Education, education services are a shared responsibility between educational institutions and stakeholders. Where as evaluation, namely making strategic decisions instead of ordinary and future decisions, certainty of success, high commitment from the leadership. Thus, the management is based on needs, development and improvement. Sustainable and existing strategic planning by building education system, adaptive organizational management in change, competitive, not bureaucratic, not dictatorial, efficiency, effectiveness and productivity, dialogical climate, and democratic between students and lecturers.

Keywords: Management strategy; quality; Islamic religious colleges.

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INTRODUCTION

Education is influenced by cultural, social, political, environmental, human civilization developments, and can meet the interests and needs of the community (Khorri, 2016). The role of education is expected to be present as the main driver for development (Zamroni, 2001). A strong and intelligent society will give a strong and intelligent feel too, and will aggressively form an independence (Mulyasa, 2002).

Islamic education in Indonesia has many challenges and is still low in terms of quality and quantity, ranging from conceptual-theoretical problems to operational-practical dilemmas (Aslamiyah, 2013). Able to form a strong and intelligent national character, and must be able to articulate himself as a model of national education considering that diversity makes the challenges of educational progress increasingly acute (Fadjar, 2005).

The paradox of Islamic religious colleges meet the needs of interested parties, both the government, the community and even the world of work (Wajdi, 2016). Potential has the advantage of being able to experience a life full of competition and uncertainty and demand a better quality of life in the form of a product of living together (Suryanto, 2014)

The system built in Islamic religious colleges especially the private sector, namely (1) distrust of management, (2) high organizational costs, and (3) pseudo success, (4) the development of weak resources and the minimal optimization of the planning, organizing, staffing and supervision systems in all elements of implementation (Aprianto et al., 2021; Budiman and Suparjo 2021).

The new paradigm of private Islamic religious higher education is to realize sustainable quality, institutional orientation is focused on management patterns based on a combination of self-evaluation, autonomy, accountability (Rusdiana, 2011) and accreditation is expected to encourage the emergence of sustainable quality based on creativity, integrity and productivity of the academic community (Christianingsih, 2020).

Strategic steps need to be done by first, implementing strategic management (Khori, 2016) second, build alternatives, analysis that is more thorough, comprehensive, effective, promising and profitable results (Heene et al., 2010) third, to maintain knowledge heritage, cultural inheritance, and value inheritance (Pradana et al., 2010).

Description of the need for the existence and essence of Islamic religious universities

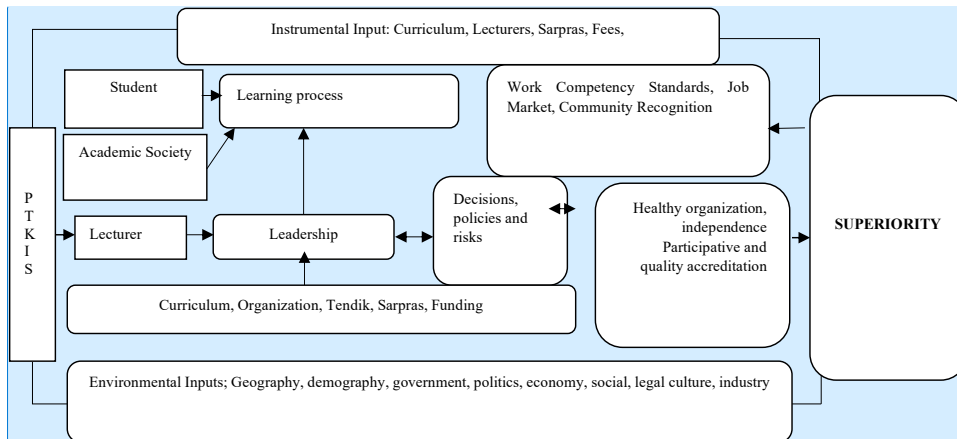


Figure 1. Demands Against Islamic Religious Colleges

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Figure 1 is activities that can reduce lag as well as an overview of internal threats are still low in the aspects of qualifications, competence, welfare, commitment, HR work ethic, and community appreciation. External threats, namely the ethical and moral crisis of the nation's children (Kamal, 2006). Private Islamic Religious Colleges, have not shown significant development in aspects of (1) quality, (2) limited funds and human resources, (3) financial limitations, low work ethic, managerial weakness and (4) lack of ability to utilize the environment including internal strength (Suprayogo & Rasmianto, 2008)

The existence of private Islamic religious universities as competitive and quality institutions is required to have the will, willingness, and ability to carry out reformulation, revitalization, and reorientation and transformation as a whole. Therefore, the task of Kopertais Region XIV Mataram is as Coordinator of Private Islamic Religious Universities and aims to assist the Director General of Islamic Education in implementing a system of supervision, quality improvement, development, and empowerment of Islamic Religious Universities in the fields of institutional, academic, manpower, facilities, and infrastructure (Directorate General of Islamic Education Number 7340, 2019)

The characteristic of Kopertais XIV Mataram is that it geographically coordinates PTKIS in three provinces, namely, Bali, NTB and NTT, economically into a special economic zone (SEZ), sociologically, it is very diverse in ethnicity, religion and culture. Anthropologically wide working area (*Peta PTKIS Kopertais IVX Mataram*, 2022). The province of Bali is famous for the island of the Gods, the province of West Nusa Tenggara is the island of a thousand mosques and the province of East Nusa Tenggara is famous for a thousand churches.

NTB is part of a special economic zone that has a chance to absorb 587,000 workers and has an investment opportunity of Rp. 40 trillion. State and private Islamic religious universities in Lombok must make these challenges an opportunity to develop more advanced, competent graduates, and absorb alumni who are competent. professionals in the world of work.

There are 34 Islamic Religious Colleges in Lombok, West Nusa Tenggara, with a composition of 3 universities, 7 institutes, 9 STIT, 4 STIS, 2 STEI, 8 STAI, and the rest is 1 College of Da'wah Science and 1 School College of Qur'anic Science (known with STIQ) Bima. So that there are 34 private Islamic religious universities under Kopertais IVX Mataram Region (*Peta PTKIS Kopertais IVX Mataram*, 2022)

Everything is not an opportunity if the strategic management and integrated quality control of higher education cannot be carried out optimally. In 2021 several PTKIS in the Kopertais area of the IVX Mataram region are at the coaching and supervision stage because they do not meet the accreditation rating requirements (known with TMSP), including the Bima Harapan Islamic School of Economics, the Tarbiyah Manhalul Maarif School of Science, the Tarbiyah Al Islamiyah School of NTB, the Hamzar

Islamic Economics College, Bahana Tarbiyah College, STIQ Bima, Jembrana Bali Tarbiyah College and Palapa Nusantara Tarbiyah College NTB.

To realize these competencies and opportunities, Private Islamic Religious Colleges emphasize (1) the process of civilizing, and empowering, (2) a lifelong process, (3) building a systemic and systematic unity, (4) being open and accountable, (5) multi-meaning and integrated and (6) based on the principle of legality. challenges and opportunities of private Islamic religious universities. Various components were developed in realizing quality and competitive private Islamic religious higher education. Therefore, in this study, specific objectives were set to be achieved, namely analyzing the internal and external environment, strategy formulation, strategy implementation and evaluation of integrated quality control of private Islamic religious colleges in Kopertais area XIV Mataram. .

A number of authors have developed separate models of strategic management, including Pierce and Robinson, Hunger and Wheelen, and Bryson. These models have similarities, but in particular there are differences between one model and another, especially in the placement of certain stages. From the various models developed by a number of authors, the strategic management process is basically divided into three stages, namely strategy formulation, strategy implementation, and strategy evaluation. The activities of the stages of strategic management occur at every level of the organizational hierarchy

Strategic management is carried out by maintaining interaction and communication between leaders and employees across hierarchical levels, helping an organization to become a competitive team. In practice, the strategic management process is not as clearly divided and as clear as the model depicts. Strategists do not carry out the process in a very rigid form, because there are tradeoffs between hierarchical levels in an organization (David, 2009).

a. Wheelen and Hunger

In this paper, the author uses the theory of Wheelen and Hunger which suggests that the stages of strategic management include four basic elements, namely environmental scanning, strategy formulation, strategy implementation, and strategy evaluation and control. evaluation and control strategy).

b. Fred R. David . Strategic Management Model

The strategy model offered by David (2009) is a comprehensive model of the strategic management process that is widely accepted, although it is said by David (2009) that this model does not guarantee success, but the model shows a clear and practical approach to formulating, implementing and evaluating. as well as understanding a comprehensive model on the strategic management process need the following picture of the strategy.

The main components of the strategic management process that David offers, are as follows: (1) Vision is a desire for the future state aspired to by the organization. The vision was made by the founders

of the organization, but it is possible for a vision to be revised if it turns out that internal and external changes to the organization have caused the vision to be no longer appropriate, (2) Mission, a long-term statement of the reasons that differentiate one organization from another. Mission statements identify the scope of operations of an organization (company) in terms of its products and markets, (3) Before setting goals, internal and external audit processes are first carried out, this is done to get an overview of long-term goals. Environment, is the internal and external environment,

c. Pearce and Robinson's Strategic Management Model

Pearce and Robinson (2008) state that strategic management consists of nine important steps or tasks, namely: (1) formulating the company's mission, including a broad statement of the company's goals, philosophy, and objectives, (2) Conducting an analysis that reflects the conditions and objectives of the company. company's internal capabilities, (3) Assessing the company's external environment, including competitive factors and other general contextual factors, (4) Analyzing the choices that companies have by adjusting their resources to the external environment, (5) identifying the most profitable options by evaluating each option based on the company's mission, (6) selecting a set of long-term goals and key strategies that will result in the most profitable choice,(7) develop annual goals and short-term strategies in accordance with the long-term goals and main strategies that have been determined, (8) implement the selected strategies through the allocation of budgeted resources, where adjustments between work tasks, people, structures, technology, and reward systems are emphasized, and (9) evaluate the success of the strategic process as input for future decision making.and (9) evaluate the success of the strategy process as input for future decision making.and (9) evaluate the success of the strategy process as input for future decision making.

Furthermore, Pearce and Robin also offer strategic management models, although there are differences in the details and level of formalization, the basic components of the models used to analyze strategic management operations are generally very similar. The proposed model describes the sequence and relationship between the main components of the strategic management process.

d. John M. Bryson's Strategic Management Model

The strategic management model above is taken from examples in the context of discussing profit or business organizations, in this case companies, Bryson (2001) tries to draw important lessons from strategic planning which is commonly used in the private sector to become a strategic planning process in social or non-profit organizations. . Stages in the strategic planning process with an eight-step process. The steps are: 1) Initiating and agreeing on a strategic planning process; 2) Identify the organization's

mandate; 3) Clarify the mission and values of the organization; 4) Assess the external environment: opportunities and threats; 5) Assess the internal environment: strengths and weaknesses; 6) Identify strategic issues facing the organization; 7) Formulate strategies to manage issues;

These eight steps Bryson emphasized must lead to action, results, and evaluation. Actions, outcomes, and evaluative judgments must emerge at each step in the process. In other words, implementation and evaluation should not wait until the end, but should be an integral part of the process and continuous. The following is a model of the strategic planning process offered by Bryson.

Researchers indicate that strategic management does not only include planning, directing, organizing, and controlling decisions and actions related to strategy but most importantly involves thinking, commitment and long-term goals in maintaining the existence of the organization. Thus the stages in the implementation must be synergized with the planning and goals of the organization. This relevance will be able to make a real contribution to the development and progress of the organization in competing.

LITERATURE REVIEW

Wheelen and Hunger theory which suggests that the stages of strategic management(Sutikno, 2013)includes four basic elements, namely environmental scanning, strategy formulation, strategy implementation, and evaluation and control strategy.

1. Environmental Analysis

Quality and quality educational institutions must always analyze the situation or situation both outside and within the institution itself (Goddess, 2022). Therefore, the ability of an institution to analyze the internal and external environment will affect the existence or progress of an educational institution.

Jauch and Glueck in Rahmat define environmental analysis as an analysis to determine opportunities and threats that have important meaning for institutions and companies in the future, and also includes efforts to determine the strengths and weaknesses of the organization at present or which may develop (Amirullah & Strategy, 2015). Environmental analysis or study has several benefits, including: (1) Detecting important changes and events, especially those related to the social, political, economic, and scientific and technological advances, (2) Defining challenges, opportunities, or changes -changes caused by the above-mentioned events to the organization (educational institution), (3) Providing information about future orientation to each level of leadership and staff, (4) Giving signals to all levels about what the organization should do, such as speeding up or slowing down the management process, interacting with other institutions (Akdon, 2016).

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The environment determines the future for the organization, consisting of two elements, namely external and internal. The internal environment of the organization consists of the organizational structure, organizational culture, and organizational resources. While the external environment of the organization includes the task environment within the organization and the general environment or social environment related to the demographic, economic, political/legal, socio-cultural, and technological segments (Arifudin, 2021).

2. Strategy Formulation

Strategy formulation is carried out by combining the results of the external and internal environmental assessments. The strategy taken will be the main bridge between strategic planning and strategy implementation on organizational performance (Suharno et al., 2017). Therefore, it needs to be carried out carefully and accurately, because from here then various policies (policies) will be taken in the implementation and achievement of organizational goals in accordance with predetermined organizational directions (Suharsaputra, 2015).

Strategy formulation is the development of long-term plans to effectively manage the opportunities and threats of the external environment, taking into account the strengths and weaknesses of the organization (Sari, 2018). The strategy formulation process includes the activities of determining the organization's mission, setting goals to be achieved, developing strategies, and setting policy guidelines (Wheelen & Hunger, 2003).

Mission of an organization (Supriyadi & Sofiana, 2022) basically reflects the reason why the organization exists. An organization's mission is a fundamental and unique purpose that distinguishes an organization from other organizations and identifies the scope of its activities or operations. Missions can be defined narrowly or broadly. The mission statement usually describes things such as the characteristics of the product to be produced, the market to be entered, and the technology to be used (Amirullah & Strategy, 2015). In other words, the mission is intended to explain the focus and direction that must be done by members of the organization in providing services.

Organizational goals are also important to note. Goals are the main basis for determining the policies to be taken and the direction of action to achieve organizational goals, or it can also be interpreted as something that must be achieved (Princess et al., 2022). The achievement of organizational goals is the result of completing the mission. Therefore, every organization needs to clearly define its mission and goals.

Organizational strategy is a comprehensive planning formulation about how the organization can achieve its mission and goals (Rhythm et al., 2022). The strategy will maximize competitive advantage

and minimize the limitations of competitive ability (Wheelen & Hunger, 2003). Thus, strategy formulation will result in a strategy that will be used which is a number of integrated and coordinated actions taken to utilize core competencies effectively so as to gain competitive advantage. Next is policy. Policies provide broad guidelines for overall organizational decision making. Policies are also guidelines that link strategy formulation with implementation. Furthermore, these policies are interpreted and implemented through the strategies and objectives of each division. Furthermore, the divisions will develop their policies, which will serve as guidelines for their functional areas to be complied with and followed (Wheelen & Hunger, 2003).

3. Strategy Implementation

The strategic management process does not end when the organization has decided what strategies to implement (Lirizki, 2022). The embodiment of strategic thinking must be actualized into strategic action. This realization is much easier if the leadership and employees of the company/organization understand the business, feel part of the organization, and through various involvements in various strategic formulation activities, they become more committed to helping the organization's success. Without understanding and commitment, efforts to implement strategies will face serious problems (David, 2011).

Strategy implementation is also known as the strategic management action stage. Strategy implementation means mobilizing or moving managers and employees to turn the formulated strategy into action (Rachmat, 2014). According to Hunger and Wheelen strategy implementation is a process in realizing strategies and policies in action through the development of programs, budgets, and procedures (Wheelen & Hunger, 2003).

The program is the procurement of real and clear activities to carry out each type of plan or translate the strategy into real activities (Fauzi, 2020). Therefore, the program needs to be made in the long term (5 years or more), medium term (2 to 4 years), and short term (1 year). Establishing annual objectives is a decentralized activity that directly involves all managers in an organization that can generate acceptance and commitment. Annual objectives are important for strategy implementation, because: (a) they are the basis for resource allocation; (b) is the primary mechanism for evaluating managers; (c) is the main instrument for monitoring progress towards achieving long-term goals; and (d) setting organizational, divisional, and departmental priorities (David, 2011).

Budget is the translation of programs in the form of money in detail and within a certain time. A complete budget consists of an income budget and an expenditure budget. In the company, budgeting is also equipped with profit projections, so that ROI (return on investment) can be projected and calculated.

While in higher education organizations, budgeting is projected for the remaining business results (Viterbo et al., 2020). The rest of the business proceeds are needed to develop the mission of the college, not for personal gain. In a feasibility study, budget calculations need to be included to determine whether a project is financially feasible or not, which can be known beforehand (Indrajit & Djokopranoto, 2006).

While the procedure is a rule or technique of implementing the system step by step to carry out a certain activity. In companies, the procedure is often called SOP (standard operating procedure) (Lödel et al., 2020). Procedures can be made for various company activities, such as technical activities, administration, marketing, logistics, finance, production, transportation, and so on. Whereas in the world of universities, procedures are made, for example, for recruitment, sending lecturers for further study, reimbursement of lecturers' tuition fees, and so on (Indrajit & Djokopranoto, 2006).

4. Strategy Evaluation

Strategy evaluation is the process of monitoring the actual activities, work results and performance of the company compared to the desired performance (Wheelen & Hunger, 2003). Winardi argues that strategy evaluation is efforts to monitor the results of strategy formulation and implementation, including measuring organizational performance, and taking corrective actions if necessary (David, 2011).

Even the best formulated and implemented strategies will become obsolete when the external and internal environment of the organization changes. Therefore, it is urgent for strategists to systematically review, evaluate, and control the implementation of strategies.

Strategy evaluation is vital for the good of an organization. The ideal evaluation can identify problems or potential problems before the situation becomes critical. It includes three main activities, namely: (a) Investigation of the underlying basis of the company's strategy tailored to the organization's performance, (b) Comparing the results of the organization's actual performance with the expected (ideal) performance, (c) Taking corrective actions to ensure that performance is in accordance with the plan (David, 2011). Adequate and timely feedback is the cornerstone of strategy evaluation. It can lead to change, either in the formulation or implementation of strategy, or change nothing. No organization can avoid change. Taking corrective action is necessary to keep the organization on track towards the goals that have been set. With regard to college management (Christianingsih, 2020).

5. Integrated Quality Control (Totality Quality Management)

Quality Has a varied and diverse meaning quality is a "slick concept" (Purnomo & Maksum, 2020). Quality is a dynamic idea. Quality is just a word with a high moral pitch but has no practical value (Sallis,

2012). Some confusion over the meaning of quality may arise “because quality can be used as an absolute and relative ideal concept.

As stated by Nomi Pfeffer and Anna Cote in Erdward Sallis, that, “in an absolute definition, something quality is part of a very high standard and cannot be surpassed. Quality products are something that is perfectly made and at a high cost. For example, a quality car is a car that is specially designed and expensive. Quality in this view is "something that is expensive and rare" (Sallis, 2012). In this sense, quality is a way to determine whether the final product meets the standard or not. Products or services that have quality, in this concept relatively do not have to be expensive and exclusive. The product or service can be beautiful, but it doesn't have to be. The product or service does not have to be special, but must be original, reasonable, and familiar. The concept of quality according to customers is also different. Something is said to be of quality if the product or service is able to satisfy, exceed customer wants and needs.

In the context of education, quality can be seen from two sides, namely "the normative aspect and the descriptive aspect. In a normative sense, quality is determined based on intrinsic and extrinsic considerations (Sallis, 2012). Meanwhile, based on extrinsic criteria, the quality of education is an instrument for educating a trained workforce. As for the descriptive perspective, the quality is "determined based on the actual situation as measured by the results of the learning test" (Suti, 2011).

Thus, the quality of education is the degree of excellence in managing education effectively and efficiently to give birth to academic and non-academic excellence in certain levels of education. From several concepts about quality above, the author can formulate that quality has two aspects that must be met. The first is the product or service in accordance with the standards and specifications. The second is that the product or service can satisfy and meet customer needs.

Methods

Focus The research location that was determined was Kopertais IVX Mataram area. This location was chosen because the researcher is part of the structure, seeing the challenges and opportunities, part of a team of expert strategists and policy makers (Structure of Kopertais Region IVX Mataram, 2022).

The method used in this research is qualitative or social science research,(Idrus, 2009)multi case type(Pirdaus & Anisa, 2021)with key informants, namely policy makers. As the key instrument is the researcher (Maulana & Riajanto, 2021). The type of data collected is primary data consisting of the Coordinator of Kopertais for the IVX Mataram area, the secretary for the Kopertais for the IVX Mataram area, elements of the PTKIS Trustees, pesantren supervisors, and several PTKIS leaders. While secondary data is data obtained from documents and written sources. Data collection techniques through

observation, interviews and documentation. The selection of informants is based on the formulation of the problem, research objectives, and as a team of experts in strategy makers and policy makers. Data analysis was carried out by collecting, verifying, reducing and presenting using the standards of credibility, conformability, transferability, and dependability.

A. Results/Finding

1. Environmental Analysis of PTKIS Quality at Kopertais Region XIV Mataram

Regarding the environmental analysis of the quality of PTKIS in Kopertais IVX Mataram area, the researchers will direct two elements of environmental analysis, the first is the analysis of the internal environment and the second is the external. Internal environmental analysis is carried out by determining realistic perceptions of all the strengths and weaknesses of PTKIS. While the analysis of the external environment includes the identification of a number of opportunities, challenges and threats.

At the internal analysis stage, PTKIS must be able to optimize resources, both lecturers, students, employees, infrastructure, build a network of cooperation with other universities, and take advantage of the use of IT in private Islamic religious colleges. and mentoring, training, and discussion forums (FGD) between PTKIS Kopertais lecturers in the IVX area of Mataram.

Kopertais IVX Mataram annually provides assistance including the creation of reputable journal articles, assistance in scientific publications in national and international reputable journals, and actual community service. Meanwhile, coaching is carried out in order to improve the quality and control the quality of higher education. Kopertais IVX Mataram area for every mentoring and coaching activity brings teams of experts who already have the expertise and capacities that apply in this field. Kopertais IVX Mataram region invites PTKIS that do not meet the rating standards (known with TMSP) in study programs, and TMSP for higher education accreditation (known with APT) to participate in coaching and mentoring. Because, Strengths are "positive internal situations and capabilities that enable an organization or educational institution to fulfill a strategic advantage" (Akdon, 2016). Robbins added that strength is "any unique resource possessed by an educational organization or institution" (Robbins & Coulter, 2007).

The data from the research show that several private Islamic religious universities (PTKIS) are in the TMSP development stage of the study program (known with APS), including period 1: IAIH NW Pancor in the BKI study program, IAIH NW East Lombok in the KPI study program, STAI Darul Kamal in the study program MPI, STAI Al Amin Dompu in the MPI and PBA study programs, STAI Kupang in the ES, MPI, and PGMI study programs, STID Mustafa Ibrahim in the BPI study programs (*Peta PTKIS Kopertais IVX Mataram*, 2022).

While the stages of TMSP development period II 2022 are STAI Al Amin Gersik in the PGMI study program, and PIAUD, STIT Palapa Nusantara in the PIAUD study program, STIS Harsy in the HKI and HES study programs, STIT Bahana in the MPI study program, STIE Hamzar in the IPR study program. Islamic Banking and STIT Manhalul Maarif in the PBA study program. The APT Temporary Accreditation Decrees that have been issued are STIS Harsy and STIT Bahana, apart from the two PTKIS, they are still in the process of submitting accreditation forms and in the finalization stage.

The weakness is that some PTKIS are not able to fully formulate, carry out duties and responsibilities as university managers, so that relationships, policies are still authoritarian, grouped, and responsibility is only at the organizational structure level, not at the level of orientation and shared responsibility as university managers. transparent, and have a shared commitment in improving the quality of higher education. Because the embodiment of strategic thinking must be actualized into real action. So that this realization is much easier if the leadership and the academic community understand and feel part of the organization contained in the higher education institution.

Due to involvement in various activities, both strategic formulation is needed. This is a joint commitment between university leaders and resources. Because, without understanding, commitment, transparency, sense of responsibility, efforts to implement strategies, control and improve the quality of higher education, PTKIS will face serious problems (David, 2011). Because the weakness is "activities that organizations or educational institutions cannot carry out properly, or resources that are needed but do not have, and are fully utilized. So that weaknesses will arise, because of the weaknesses of educational institutions (a situation of conditions and factors outside the organization that negative character so that it can hinder the organization or educational institution to achieve its goals (Akdon, 2016).

The opportunity for the IVX Mataram cooperative is to be able to make strategic directions that are relevant and dynamic to the needs of the world of work, have their own identity, meet the needs of lecturers, fast, not slow, and open service. The IVX Mataram Kopertais have strengths, namely working with discipline, building a work ethic and being integrated with science. " While the threat is "trends, or all negative situations that can hinder and even thwart organizations or higher education institutions to achieve goals" (Akdon, 2006). Here is the form of the SWOT matrix chart:

Factors Internal	<i>Strength(S)</i> Key internal organizational strengths	<i>Weaknesses(W)</i> Organizational internal weaknesses
Factors External		

<i>Opportunities(O)</i> Organizational external opportunities	SO Strategy Using strength to take advantage of opportunities	WO Strategy Minimizing weaknesses to take advantage of opportunities
<i>Threats(T)</i> Organizational external threats	ST strategy Using force to anticipate threats	WT Strategy Minimize weaknesses and avoid threats

Figure 2. SWOT Analysis Matrix (Wheelen & Hunger, 2003)

The SWOT matrix above can describe how opportunities and threats from the external environment of educational institutions are anticipated with their strengths and weaknesses. This matrix can produce four sets of possible strategies, namely:

a) SO (Strength-Opportunity) Strategy

This strategy is based on a way of thinking by utilizing all the strengths you have to seize and make the most of opportunities

b) ST Strategy (Strength-Threat)

This strategy is made based on the strengths of the organization to anticipate existing threats.

c) WO (Weakness-Opportunity) Strategy

This strategy is based on taking advantage of opportunities by minimizing existing weaknesses.

d) WT (Weakness-Threat) Strategy

This strategy is defensive in nature, which is trying to minimize organizational weaknesses and avoid threats(Umar, 2010).

Environmental Analysis (Change, Competition, threats and opportunities)

The indicators are external demographic, economic, political/legal, socio-cultural, and technological analysis. To be able to see external opportunities in Islamic religious tertiary institutions, universities must be able to detect changes or policies related to the development of the quality of higher education, and important events, especially those directly related to issues in the social, political, economic, scientific progress and technology. In addition, private Islamic religious universities must be able to define and formulate all challenges, opportunities, or changes caused by government policies, in this case higher education policies, as a form of recent events on educational institutions. Universities must be able to provide information about future orientation to every level of leadership, lecturers, staff, community and stakeholders.

EffortAnother thing that can be done in the process of environmental observation is through a SWOT analysis. If it is associated with a SWOT analysis and organizational competitiveness, it is very important to carry out an environmental analysis with the aim of:

- a) Knowing the current conditions and predicting the future state of the organization (educational institution).
- b) Explore and obtain information about competitors, customers and stakeholders.
- c) Can identify opportunities and threats.
- d) Can explore strengths and weaknesses.
- e) Ensuring the achievement of competitive advantage (Amirullah, 2015).

ParadigmWhat researchers have found at the current PTKIS is that managing higher education institutions is stronger in understanding philosophical, psychological and methodological aspects. The mission of higher education developed is; (1) developing tri dharma, (2) pioneering change, (3) developing a scientific society, (4) applying professional management, (5) forming a strong organization, (6) producing students who are santri, and (4) giving birth to santri the scholars'.

Other findings are first, private Islamic religious universities are still not optimal in implementing traditional management in administrative management, curriculum and even leadership, but have the advantage that management is based on religious, social and intellectual values. Second, social, political and societal realities show that the space and opportunities of PTKIS alumni are very limited, especially when viewed from the perspective of employment. Third, technology-based global competition that forces every higher education institution to respond quickly to changes and developments, PTKIS must be more aggressive, innovative and flexible.

Fourth, This research is important to do as a form of scientific development, especially in the field of Islamic education management. Along with the times, PTKIS is now able to have a paradigm in transforming itself into a professional and proportional institution with the main strategies developed that are relevant to the development of globalization and the digitalization era such as; (1) has a strategic pattern in formulating policies, (2) the preparation of programs is oriented to the development and needs of the community, (3) has targets for achieving long, medium and short-term programs, (4) programs are directly related to academic activities, and (5) produce quality graduates.

2. PTKIS Quality Strategy Formulation in Kopertais Region XIV (Mission, Target, Strategy, and Policy)

Strategy formulation is the development of long-term plans to effectively manage the opportunities and threats of the external environment, taking into account the strengths and weaknesses of the

organization. The strategy formulation process includes the activities of determining the organization's mission, setting goals to be achieved, developing strategies, and establishing policy guidelines (Wheelen & Hunger, 2003). Therefore, the mission of cooperatives in the IVX Mataram region is (1) strengthening the function of supervision, control and guidance on the implementation of PTKIS, (2) strengthening PTKIS institutions that are relevant to the needs of stakeholders and changing society, (3) strengthening administration and academic transactions towards accreditation. superior study programs, (4) strengthening transparent and reliable Financial Management and Governance in PTKIS, and (5) strengthening human resources and academic culture in PTKIS (Profil Kopertais wilayah IVX Mataram, 2022).

Mission organization basically reflects the reason why the organization exists. An organization's mission is a fundamental and unique purpose that distinguishes an organization from other organizations and identifies the scope of its activities or operations. Missions can be defined narrowly or broadly. The mission statement usually describes things such as the characteristics of the product to be produced, the market to be entered, and the technology to be used (Amirullah, 2015). In other words, the mission is intended to explain the focus and direction that must be done by members of the organization in providing services. Therefore, in this case the five missions have become part of the agenda of Kopertais IVX Mataram Region in formulating strategies and policy making in developing the quality of private Islamic religious universities.

This Kopertais for the IVX Mataram region has a very wide reach. Because, coordinating three regions in eastern Indonesia, namely BALI, NTB and NTT. The mission, targets, strategies, and policies of Kopertais IVX Mataram will certainly lead to supervisory functions, institutional strengthening, administrative strengthening, management strengthening, and strengthening human resources which have implications for development the progress of society, especially in the absorption of the academic world and the world of work.

That's why mission, goals of the organization or educational institution is important to note. So the mission and goals are the main basis for determining the policies to be taken and the direction of action to achieve organizational goals, or it can also be interpreted as something that must be achieved. The achievement of organizational goals is the result of completing the mission. Therefore, every organization needs to clearly define its mission and goals.

Strategy formulation in higher education institutions is also a comprehensive and comprehensive planning formulation on how higher education institutions can achieve their mission and goals. This is in line with the expert's formulation that the strategy will maximize competitive advantage and minimize the limitations of competitive ability (Wheelen & Hunger, 2003). The strategy taken will be the main

bridge between strategic planning and strategy implementation on organizational performance. Therefore, it needs to be done carefully and accurately, because this is where the various policies of Kopertais IVX will be taken, as well as the achievement of organizational goals in accordance with the organizational direction that has been determined (Suharsaputra, 2015).

Thus, the formulation of the strategy will result in an integrated and coordinated policy taken by Kopertais IVX in gaining a competitive advantage.

PolicyKopertais IVX Mataram is a broad guide to overall organizational decision making. Guidelines link strategy formulation with implementation. These policies are interpreted and implemented through the strategies and objectives of each division. And the divisions will develop their policies, which will become guidelines for their functional areas to be complied with and followed (Wheelen & Hunger, 2003).

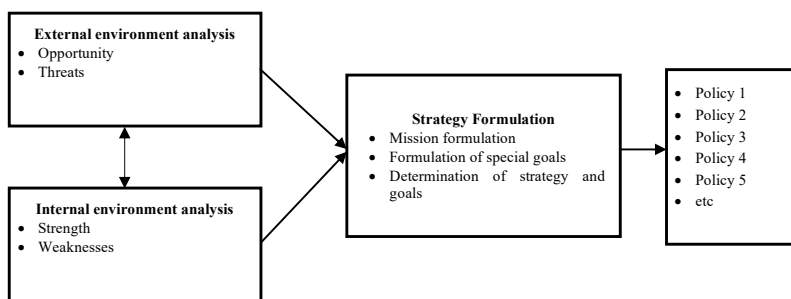


Figure 3. Strategy formulation process Source:(Suharsaputra, 2015)

3. Implementation of PTKIS Quality Strategy in Kopertais Region XIV (Program, Budget, Procedure)

Strategy implementation is also known as the strategic management action stage. Strategy implementation means mobilizing or moving managers and employees to turn the formulated strategy into action (Rachmat, 2014). Strategy implementation is the process of realizing strategies and policies through the development of programs, budgets, and procedures (Wheelen & Hunger, 2003).

The programs set by Kopertais IVX are in the tridharma aspects: Master development plan, Strategic plan, curriculum, education staff, prospective students, and facilities and infrastructure, education implementation, PTKIS implementation, cooperation, including: development of academic programs, academic writing , and development of program administration and management, including: reporting on the process of implementing study programs. Supervision activities, controlling higher education management, are components that support the implementation of higher education institutions in order to meet the demands set by stakeholders.(Rusdiana, 2011).

Supervision of PTKIS is carried out as a form of development based on the science of religion, life and employment through strengthening the core topics of the national curriculum, establishing a local curriculum, compiling syllabus, implementing a new curriculum, supervising lecturers, administrative staff to improve the quality and quantity of lecturer/administrative staff. through: compiling criteria for provisions that are in accordance with the spirit of reform, improving the quality and quantity of manpower, increasing the recruitment of qualified lecturers/employees, overseeing the education and training of lecturers and employees, developing careers and ranks, improving work discipline, recruiting and coaching PTKIS lecturers/employees. And supervise students by increasing dynamics, creativity and skills.

Supervision of research patterns and standards, implementation of research for lecturers and students, seminars on research results, dissemination and publication of research results in accredited and reputable journals, motivates each PTKIS to have a journal of research results. Supervision of community service implementation is to supervise; (a) guidelines for community service, (b) implementation of community service based on community empowerment (c) playing a role in evaluating the results of community service.

PTKIS guidance is directed at the following activities: analyzing the weaknesses of PTKIS in the context of providing quality education, conducting development and empowerment of PTKIS, improving the quality of Human Resources, training for students, coaching management, facilities and infrastructure carried out through activities coordinated by Kopertais, motorized periodically at the beginning of the year, mid and end of the year, conducting management coaching, making efforts to improve facilities and infrastructure through, (a) recommending proposals for infrastructure assistance (Rusdiana, 2011).

PTKIS quality control, namely; recommends the establishment of 34 PTKIS in Bali, NTB and NTT, extends study program permits, provides recommendations for additional study programs, recommends extension of study program permits, receives and validates PTKIS tridharma activity reports every semester, receives study program evaluation reports, and provides follow-up considerations and sanctions against PTKIS that provide low-quality education to the Directorate General of Education.

Annual objectives are important for strategy implementation, because: (a) they are the basis for resource allocation; (b) is the primary mechanism for evaluating managers; (c) is the main instrument for monitoring progress towards achieving long-term goals; and (d) setting organizational, divisional, and departmental priorities (David, 2011).

The realization of the budget, revenue and expenditure of the IVX Mataram Regional Kopertais is as follows; (1) budget resources for salaries, honorariums and allowances, constitute a monthly budget that must be given to the Kopertais apparatus. (2) Office operational budget resources. (3) the budget resources for the development, management, assistance and supervision are managed by the Kopertais apparatus in accordance with the needs. Salaries, honoraria and allowances for Regional IVX Kopertais apparatus are given based on class and position.

In a feasibility study, budget calculations need to be included to determine whether a project is financially feasible or not, which can be known beforehand (Reddy et al., 2015). The policy of the Director General of Education for Kopertais in financing so far is only in the form of operational assistance for Kopertais, not allocating the budget directly in the form of a separate DIPA for Kopertais (Rusdiana, 2011).

Procedures are incidental activities, carried out occasionally. This is related to the absence of SOPs, which contain a series of processes starting from recording, documenting to reporting. The implication is to accelerate the achievement of the objectives of implementing policies for guidance, management, mentoring and supervision, namely the creation of an accountable PTKIS. (2) Regional Kopertais are led by a coordinator, under whom there are deputy coordinators, secretaries and implementing staff. These elements carry out their duties in a professional manner, which requires expertise or knowledge, skills and high integrity. This is done so that the implementation of the implementation of guidance, management, assistance and supervision in realizing the accountability of PTKIS is effective and efficient.

The working atmosphere applied by Kopertais in the IVX Mataram area is a fairly comfortable working atmosphere. Guided by and maintaining commitment in service to the community, namely continuing to try to complete tasks in accordance with the established mechanism. IVX regional cooperatives in creating a conducive service organization culture. Based on the organizational structure, namely maintaining cooperation between the apparatus in providing services to PTKIS. Cooperation between the apparatus is by building a system of togetherness and working relationships between leaders and subordinates.

Based on the results of the analysis that the activities of Kopertais in the IVX region in implementing policies for guidance, management, assistance and supervision have not been based on SOPs. Regional I, II, IV Kopertais apparatus in carrying out their duties are not always in accordance with their performance plans, both targets, programs and activities that have been set in the Strategic Plan. (2) In each Kopertais the main tasks and functions of coaching, managing, mentoring and supervising are outlined in a different organizational design. This is related to the lack of clarity in

the content of the policy and the understanding of each Kopertais regarding the policies for fostering, managing, assisting and supervising. In addition, each Kopertis has differences in the number, quality, proportion of human resources, finance, facilities in the implementation of coaching, management, assistance and supervision. These differences result in differences in the bureaucratic structure and performance of each implementing policy for coaching, managing, mentoring and supervising.

Apart from the differences above, it is related to the lack of support for organizational resources, the bureaucratic structure in each Kopertais, the lack of responsiveness of PTAIS to the needs of coaching, managing, mentoring and supervising PTKIS (Rusdiana, 2011). Therefore, procedures can be made for various activities such as technical activities, administration, marketing, logistics, finance, production, transportation, and so on (Indrajit & Djokopranoto, 2006). Whereas in the world of universities, procedures are made, for example, for recruitment, sending lecturers for further study, reimbursement of lecturers' tuition fees, and so on.

The strategy implementation process is described as follows:

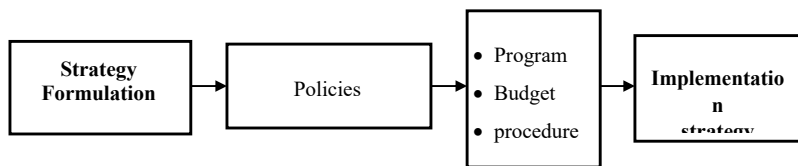


Figure 4. Strategy implementation process(Suharsaputra, 2015)

6. Quality Evaluation of PTKIS in Kopertais Region XIV (Performance Performance)

Strategy evaluation is the process of monitoring the actual activities, work results and performance of the company compared to the desired performance (Wheelen & Hunger, 2003). Winardi argues that strategy evaluation is efforts to monitor the results of strategy formulation and implementation, including measuring organizational performance, and taking corrective actions if necessary (Winardi Karshi Nisjar, 1997).

The performance evaluation of Kopertasi XIV Mataram was carried out by conducting an investigation on the underlying basis of a strategy that was adapted to performance. Cooperative XIV Mataram Comparing the actual performance results with the expected (ideal) performance. Taking corrective action to ensure that performance is according to plan. Adequate and timely feedback is

the cornerstone of strategy evaluation. Taking corrective action is necessary to keep him on track towards the set goals

Even the best formulated and implemented strategies will become obsolete when the external and internal environment of the organization changes. Therefore, it is urgent for strategists to systematically review, evaluate, and control the implementation of strategies.

Strategy evaluation is vital for the good of an organization. The ideal evaluation can identify problems or potential problems before the situation becomes critical (David, 2011).

- a) Investigation of the underlying foundation of corporate strategy tailored to organizational performance.
- b) Comparing the results of the organization's actual performance with the expected (ideal) performance.
- c) Taking corrective action to ensure that performance is according to plan. Adequate and timely feedback is the cornerstone of strategy evaluation. It can lead to change, either in the formulation or implementation of strategy, or change nothing. No organization can avoid change. Taking corrective action is necessary to keep the organization on track towards the set goals.
- d) The following is a picture of the strategy evaluation and control process:

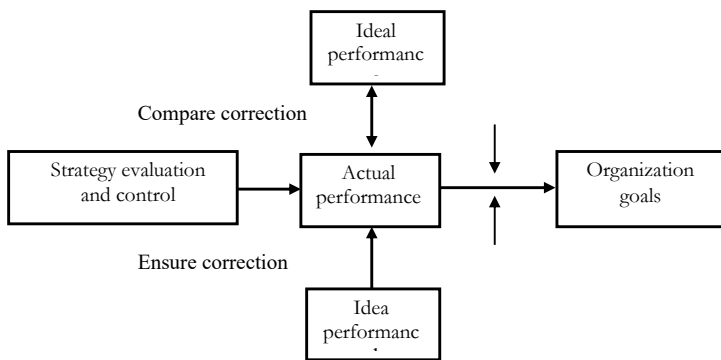


Figure 5. Strategy evaluation and control process (Suharsaputra, 2015)

Conclusion

Internal environmental analysis is carried out by determining realistic perceptions of all the strengths and weaknesses of PTKIS. While the analysis of the external environment includes the identification of a number of opportunities, challenges and threats. Private Islamic religious universities are still not optimal in implementing traditional management in administrative management, curriculum and even leadership. Social, political and societal realities show that PTKIS alumni have very limited space and opportunities. Technology-based global competition forces every higher education institution to respond quickly to changes and developments. Having a strategic pattern in formulating policies. The preparation of the program is oriented to the development and needs of the community. Have targets for achieving long, medium and short term programs. The program is directly related to academic activities. Produce quality graduates. The main strategy determines the direction of development and management of education in the pattern of development strategies that are supported by decisions and actions that result in the formulation and implementation of plans and strategies to achieve change in the direction of progress.

The IVX Mataram Kopertais are (1) strengthening the functions of supervision, control and guidance on the implementation of PTKIS, (2) strengthening PTKIS institutions that are relevant to the needs of stakeholders and changes in society, (3) strengthening administration and academic transactions towards the accreditation of superior study programs, (4) strengthening of transparent and reliable Financial Management and Governance in PTKIS, and (5) strengthening of human resources and academic culture in PTKIS. The Mission, Targets, Strategies, and Policies of Kopertais IVX Mataram lead to the functions of supervision, institutional strengthening, administrative strengthening, management strengthening, and strengthening human resources which have implications for the development of community progress, especially in the absorption of the academic world and the world of work.

The program set by Kopertais IVX is in the tridharma aspect: master plan development, strategic plan, curriculum, education staff, prospective students, and facilities and infrastructure, education administration, PTKIS implementation, cooperation. Supervision of PTKIS is carried out as a form of development based on religious knowledge, life and employment through strengthening the core topics of the national curriculum, establishing local curricula, compiling syllabus, implementing new curricula, supervising lecturers, and administering staff to improve the quality and quantity of lecturers. PTKIS guidance is directed at the following activities: analyzing the weaknesses of PTKIS in the context of providing quality education, conducting development and empowerment of PTKIS, improving the quality of Human Resources, training for students,

The performance evaluation of Kopertasi XIV Mataram is carried out by conducting an investigation on the underlying basis of a strategy that is adjusted to performance. Cooperative XIV Mataram Comparing the actual performance results with the expected (ideal) performance. Taking corrective actions to ensure that performance is in accordance with the plan. Adequate and timely feedback is the first stone of strategy evaluation. Taking corrective action is necessary to keep it on track towards the set goals

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ACCEPTANCE LETTER

01/04/2023

Author Name/s	S. Ali Jadid Al Idrus*, Lenny Herlina and Hamidi
Paper Title	STRATEGY FOR QUALITY CONTROL OF MATARAM XIV PRIVATE ISLAMIC RELIGIOUS COLLEGES IN BALI, WEST NUSA TENGGARA, AND EAST NUSA TENGGARA
Paper Status	ACCEPTED

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STRATEGY FOR QUALITY CONTROL OF MATARAM XIV PRIVATE ISLAMIC RELIGIOUS COLLEGES IN BALI, WEST NUSA TENGGARA, AND EAST NUSA TENGGARA

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Abstract

The study aimed to analyze the internal and external environment, formulate strategies, implement strategies, and evaluate integrated quality control at the Wasta Islamic Religious College in Kopertais XIV Mataram. This qualitative research is multi-case research with key informants, namely policy makers, as key instruments researchers. Data collection techniques through observation, interviews, and documentation. Data analysis was carried out by collecting, verifying, reducing, and presenting it using the standards of credibility, confirmability, transferability, and dependability. The results of the study show that the internal environment analysis is carried out by identifying realistic perceptions of all the strengths and weaknesses of PTKIS. While the analysis of the external environment includes the identification of several opportunities, challenges, and threats. Private Islamic tertiary institutions are still not optimal in implementing traditional management in administrative management, curriculum, and even leadership. The strategies carried out by Kopertais in the IVX Mataram region are strengthening the functions of supervision, control, and guidance to implement PTKIS, strengthening PTKIS institutions that are relevant to stakeholder needs and societal changes, strengthening administration and academic transactions towards accreditation of excellent study programs, strengthening transparent and reliable Financial Management and Governance at PTKIS, and strengthening human resources and academic culture at PTKIS.

Keywords: Strategic management; Quality; Islamic religious higher education

1. INTRODUCTION

Education is influenced by cultural, social, political, environmental developments and human civilization to serve the interests and needs of society (Darling-Hammond et al., 2020) (Tikly, 2019). The role of education is expected to be present as the prime mover for development (Leal Filho et al., 2018). A strong and intelligent society also imparts strong and intelligent nuances and will actively develop self-sufficiency (Kanji & Nur, 2022). Islamic education in Indonesia has many challenges and is still low in terms of quality and quantity, ranging from conceptual-theoretical problems to practical-operational dilemmas (Harahap et al., 2021). A strong and intelligent national character can be formed and must be able to express itself as a model of national education that diversity makes the challenge of educational progress more acute (Serdyukov, 2017).

The paradox of Islamic religious higher education institutions meeting the needs of stakeholders such as government, society, and even the working world (Suyadi et al., 2022). Potential has the advantage of being able to experience a life full of competition and uncertainty and demands a better quality of life in the form of a product of living together. The system built

in Islamic religious universities, especially private ones, is distrust of management, expensive organizational costs, and false success (Rachmawati et al., 2022). In addition, the development of resources is also weak and there is minimal optimization of the planning, organizing, staffing, and monitoring systems in all elements of implementation (Budiman & Suparjo, 2021).

A new paradigm of private Islamic religious higher education is realizing sustainable quality with institutional orientation focusing on a management model based on a combination of self-assessment, autonomy, accountability, and accreditation is expected to encourage the emergence of sustainable quality based on the creativity, integrity, and productivity of civitas academic (Masuwai et al., 2022). The strategic steps that need to be taken are implementing strategic management, building alternatives, more thorough, comprehensive, effective, promising, and profitable analysis (Kabeyi, 2019), and maintaining knowledge inheritance, cultural inheritance, and value inheritance (Nuryanta, 2018).

The existence of private Islamic religious tertiary institutions to become competitive and quality institutions required to have the will, willingness, and ability to carry out reformulation, revitalization, reorientation and transformation as a whole. Therefore, the task of Kopertais Region XIV Mataram is to act as the Coordinator of Private Islamic Higher Education and aims to assist the Director General of Islamic Education in implementing a system of supervision, quality improvement, guidance, and empowerment of Islamic Higher Education in the areas of institutional, academic, manpower, facilities and infrastructure (Direktorat Jenderal Pendidikan Islam Nomor 7340 Tahun 2019, 2019).

The distinctive features of Kopertais XIV Mataram are geographically harmonizing PTKIS in the three provinces of Bali, NTB, and NTT, economically entering a Special Economic Zone (SEZ), and socially having a very diverse race, religion and culture. Anthropology works in a wide range of fields (Peta PTKIS Kopertais IVX Mataram, 2022). The province of Bali is known as the Island of the Gods, West Nusa Tenggara as the Island of a Thousand Mosques, and East Nusa Tenggara as the Island of a Thousand Churches. There is information that NTB is a part of a special economic zone that has opportunities to absorb 587,000 workers and an investment opportunity of IDR 40 trillion, so state and private Islamic religious universities in Lombok must turn this challenge into an opportunity to develop more advanced graduates who competence, as well as the uptake of professional alumni in the world of work.

The number of Islamic religious institutes in West Nusa Tenggara, Lombok is 34 institutions, consisting of 3 universities, 7 institutes, 9 STIT, 4 STIS, 2 STEI, 8 STAI and the rest is 1 College of Da'wah Sciences (STID) and 1 School Higher Science of Qur'an (STIQ) Bima. So, there are 34 Private Islamic Religious Colleges (PTKIS) under the Kopertais IVX Mataram Region (Peta PTKIS Kopertais IVX Mataram, 2022). All Islamic religious institutes cannot support the opportunities that exist in the strategic management and comprehensive quality control of higher education institutions are not optimally implemented. In 2021, several PTKIS in the Kopertais area of the IVX Mataram region is at the coaching and supervision stage because they do not meet the accreditation rating requirements (TMSP), including the Bima Harapan Sharia Economic High School, Manhalul Maarif Tarbiyah College, Al Islamiyah

Tarbiyah College, West Nusa Tenggara, West Nusa Tenggara. Hamzar College of Islamic Economics, College of Tarbiyah Bahana, STIQ Bima, College of Tarbiyah Jembrana Bali and College of Tarbiyah Palapa Nusantara NTB.

To realize these competencies and opportunities, the Private Islamic Religious Academy emphasizes a process of acculturation and empowerment, a life-long process, system-to-system unity, openness and accountability, polysemy and synthesis, and based on the principles of legitimacy. Various components were developed in realizing the quality and competitive private Islamic religious higher education, so in this study, specific objectives were set to be achieved, namely analyzing the internal and external environment, strategy formulation, strategy implementation, and integrated quality control evaluation of private Islamic religious tertiary institutions in Kopertais XIV Mataram region.

2. MATERIALS AND METHODS

The focus of the research location determined was Kopertais IVX Mataram region. This location was chosen because the researcher is part of the structure, sees the challenges and opportunities, and is part of a team of expert strategists and policymakers (Struktur Kopertais Wilayah IVX Mataram, 2022). The method used in this research is qualitative or social science research, (Idrus, 2009) multi-case type (Pirdaus & Anisa, 2021) with key informants, namely policymakers as key instrument researchers (Maulana & Riajanto, 2021).

The research data consists of primary data and secondary data. The primary data consisted of the Kopertais Coordinator for the IVX Mataram region, the Kopertais secretary for the IVX Mataram region, elements of the PTKIS Trustees, Islamic boarding school supervisors, and several PTKIS leaders. Secondary data, on the other hand, is data obtained from documents and written sources. Techniques for collecting data through observation, interviews, and documentation. Selection of informants based on problem formulation, research objectives, and a team of experts in strategy makers and policymakers. Data analysis was carried out by collecting, verifying, reducing and presenting it using the standards of credibility, conformability, transferability, and dependability.

3. RESULTS AND DISCUSSION

3.1. Analysis of environmental PTKIS Quality in Kopertais XIV Mataram Region

Regarding the environmental analysis of PTKIS quality in Kopertais IVX Mataram region, researchers will point to two elements of environmental analysis, the first is internal and the second is external environmental analysis. While the analysis of the external environment includes the identification of a number of opportunities, challenges, and threats. At the internal analysis stage, PTKIS must be able to optimize resources both for lecturers, students, staff, facilities and infrastructure build cooperative networks with other universities, and use IT in private Islamic religious universities. Resource development for PTKIS is done through mentoring and assistance, training, and focus group discussions (FGD) among PTKIS Kopertais instructors in the IVX Mataram region.

Kopertais IVX Mataram annually carries out assistance including writing reputable journal articles, assisting scientific publications in national and international reputable journals, and actual community service. Meanwhile, coaching is carried out in order to improve the quality and quality control of tertiary institutions. Kopertais IVX Mataram region for every mentoring and coaching activity brings in teams of experts who already have the expertise and capacity that apply in that field. Kopertais IVX Mataram District invites PTKIS who are not compliant with Study Program Rating Standard (TMSP) and Higher Education Accreditation TMSP (APT) to participate in coaching and mentoring. This is because strength is a positive internal condition and capability that enables an organization or educational institution to achieve strategic advantage (Akdon, 2016). Robbins added that strength is any unique resource that an organization or educational institution possesses (Robbins & Coulter, 2007).

Research data shows that several Private Islamic Religious Colleges (PTKIS) are in the process of developing TMSP Study Programs (APS), including Phase 1: IAIH NW Pancor in the BKI study program, IAIH NW East Lombok in the KPI study program, STAI Darul Kamal in the study program MPI, STAI Al Amin Dompu in the MPI and PBA study programs, STAI Kupang in the ES, MPI, and PGMI study programs, STID Mustafa Ibrahim in the BPI study program. (Peta PTKIS Kopertais IVX Mataram, 2022).

While the TMSP coaching stage II in 2022 is STAI Al Amin Gersik in the PGMI study program, PIAUD, STIT Palapa Nusantara in the PIAUD study program, STIS Harsy in the IPR and HES study programs, STIT Bahana in the MPI study program, STIE Hamzar in the IPR study program Sharia Banking and STIT Manhalul Maarif in the PBA study program (PTKIS Dalam Pengawasan Kopertais Wilayah IVX Mataram, 2022.). The Temporary Accreditation Decree for APTs that have been issued are STIS Harsy and STIT Bahana, apart from the two PTKIS, they are still in the process of submitting accreditation forms and the completion stage.

The weakness is that some PTKIS are unable to fully formulate, hold duties and responsibilities as higher education managers, so that relations, policies are still authoritarian, grouped, and responsibilities are only at the organizational structure level, not at the level of orientation and shared responsibility as college managers. Universities that are transparent, and have a shared commitment to improving the quality of tertiary institutions. This is because the embodiment of strategic thinking must be actualized into concrete actions. Therefore, this embodiment will be much easier if leadership and academia understand and feel part of the organization of the higher education institution.

Due to the variety of activities involved, good strategy development is required. This is a joint commitment between the higher education leadership and resources. Because, without understanding, commitment, transparency, accountability, implementation strategies, control and efforts to improve the quality of higher education institutions, PTKIS will face serious problems (David, 2011).

Because weakness is an activity that an organization or educational institution cannot carry out properly or a resource that is needed but not adequately owned and utilized fully negatively so

that which can hinder an organization or educational institution from achieving its goals (Akdon, 2016).

Opportunities for Kopertais IVX Mataram are being able to make strategic directions that are relevant and dynamic to the needs of the world of work, have their own identity, meet the needs of lecturers, provide fast service, not slow, and be open. IVX Mataram Koperatais has the strengths of being disciplined, having a work ethic, and being connected with science. Through these activities, the Kopertais IVX region has positive organizational or regional institutional trends, positive external situations, and factors. And also can assist the organization in achieving its goals. Meanwhile, a threat is a trend or any negative situation that may hinder or even defeat a higher education organization or institution in achieving its goals (Akdon, 2006). The SWOT matrix diagram show in Figure 1.

Internal Factors	Strength (S) The organization's internal key strengths	Weaknesses (W) Organizational internal weaknesses
External Factors		
Opportunities (O) Organizational external opportunities	Strategi SO Using strengths to take advantage of opportunities	Strategi WO Minimizing weaknesses to take advantage of opportunities
Threats (T) Organizational external threats	Strategi ST Using force to anticipate threats	Strategi WT Minimize weaknesses and avoid threats

Figure 1: SWOT Analysis Matrix (Wheelen & Hunger, 2003)

3.2. Analysis of Environmental (Changes, Competitions, threats, and opportunities)

Environmental analysis indicators are external analyses of demography, economy, politics/law, socio-culture, and technology. To be able to see external opportunities in Islamic religious tertiary institutions, the tertiary institution must be able to detect changes or policies related to the development of the quality of higher education, and important events, especially those directly related to issues in the social, political, economic progress of science and technology. In addition, private Islamic religious tertiary institutions must be able to define and formulate all challenges, opportunities, or changes caused by government policies, in this case, higher education policies, as a form of recent events for educational institutions.

Higher education institutions must be able to provide information regarding future orientation to every level of leadership, lecturers, staff, community and stakeholders. Leaders must be able to give signals to all levels about what must be done for educational institutions, such as speeding up or slowing down the quality improvement process, governance management, and interacting with other institutions. Another effort that can be made in the process of environmental monitoring is through a SWOT analysis. When related to SWOT analysis and organizational competitiveness, environmental analysis is very important to do with the aim of knowing current conditions and predicting the future state of the organization (educational institutions), analyzing and obtaining information about competitors, customers, and stakeholders being able to identify opportunities and threats, can explore strengths and weaknesses, and ensure the achievement of competitive advantage (Amirullah, 2015).

The paradigm found today by researchers at PTKIS is that governing institutions of higher education are better equipped to understand philosophy, psychology, and methodology. The mission of higher education being developed is to develop tri dharma, to be a pioneer of change, to build a scientific society, to implement professional management, to form a strong organization, to cultivate honest students, and to cultivate honest scholars. Other findings first, private Islamic religious higher education institutions remain suboptimal in implementing traditional management in terms of administration, curriculum, and even leadership, but have management advantages based on religious, social, and intellectual values. Second, the social, political, and social realities show that the space and opportunities that PTKIS alumni have are very limited, especially when viewed from the point of view of employment. Third, technology-based global competition forces every higher education institution to respond quickly to changes and developments, and PTKIS must be more active, innovative, and flexible. Fourth, this research is important to do as a form of scientific development, especially in the field of Islamic education management.

Along with the times, PTKIS is now able to have a paradigm in transforming itself into a professional and proportional institution with the main strategies being developed that are relevant to the development of globalization and the digitalization era such as; (1) has a strategic pattern in formulating policies, (2) development-oriented programs and community needs, (3) has long, medium, and short-term program achievement targets, (4) programs directly related to academic activities, and (5) produce quality graduates. The main strategy determines the direction of development and management of education in the pattern of development strategies supported by decisions and actions that result in the formulation and implementation of plans and strategies to achieve changes toward progress.

3.3. PTKIS Quality Strategy Formulation in Kopertais Region XIV (Mission, Goals, Strategy, and Policy)

Strategy formulation is the development of long-term plans to effectively manage external environmental opportunities and threats, taking into account the strengths and weaknesses of the organization. The strategy formulation process includes the activities of determining the organization's mission, setting goals to be achieved, developing strategies, and establishing policy guidelines (Wheelen & Hunger, 2003). Therefore, in the Kopertais IVX Mataram area missions are: (1) strengthening the functions of supervision, control, and guidance for the implementation of PTKIS; (2) strengthening PTKIS institutions that are relevant to the needs of stakeholders and changes in society; (3) strengthening administration and academic transactions towards the accreditation of excellent study programs; (4) strengthening transparent and reliable Financial Management and Governance at PTKIS; and (5) strengthening human resources and academic culture in PTKIS (Profil Kopertais Wilayah IVX Mataram, 2022).

The mission of an organization basically reflects the reason why the organization was founded. An organizational mission is a fundamental and distinctive purpose that distinguishes an organization from other organizations and defines the scope of activities or operations. Missions can be defined narrowly or broadly. The mission statement usually describes things

such as the characteristics of the product to be produced, the market to be entered, and the technology to be used. (Amirullah, 2015). In other words, the mission is intended to explain the focus and direction that must be carried out by members of the organization in providing services. Therefore, in this case, the five missions have become part of the Mataram Region Kopertais IVX agenda in formulating strategies and making policies in developing the quality of private Islamic religious higher institutions.

The area of IVX Mataram Kopertais is very wide. Because, coordinate the three regions in eastern Indonesia, namely BALI, NTB, and NTT. The Mission, Targets, Strategy, and Policies of Kopertais IVX Mataram will certainly lead to supervisory functions, institutional strengthening, administrative strengthening, management strengthening, and strengthening of human resources which have implications for the development of community progress, especially in the absorption of the academic world and the world of work.

That's why the mission and goals of an organization or educational institution are important to note. So that the mission and goals are the main basis for setting policies to be achieved and the direction of action to achieve organizational goals, or it can also be interpreted as something that must be achieved. Achievement of organizational goals is the result of completing the mission. Therefore, every organization needs to formulate a clear mission and goals.

The formulation of strategy in higher education institutions is also a formulation of planning that is comprehensive and thorough on how higher education institutions achieve their mission and goals. This is in line with the strategies proposed by experts that will maximize competitive advantage and minimize constraints on competitive capabilities (Wheelen & Hunger, 2003). The strategy taken will be the main bridge between strategic planning and strategy implementation on organizational performance. Because of that, it needs to be done carefully and accurately, because it is from here that various Kopertais IVX policies will be taken, as well as organizational goals in accordance with the established organizational direction (Suharsaputra, 2015). Therefore, the development of the strategy will lead to a comprehensive and coordinated policy adopted by Kopertais IVX to gain a competitive advantage

The Kopertais IVX Mataram Policy is a broad guideline for overall organizational decision-making. Guidelines link between strategy formulation and implementation. These policies are explained and implemented through the strategies and objectives of each department. And the divisions will develop their policies, which will be the guidelines for their functional areas to adhere to and follow (Wheelen & Hunger, 2003).

3.4. PTKIS Quality Strategy Implementation in Kopertais Region XIV (Program, Budget, Procedure)

Strategy implementation is also known as the action stage of strategic management. Strategy implementation means mobilizing or moving managers and employees to change the formulated strategy into action (Rachmat, 2014). Strategy implementation is the process of realizing strategies and policies through the development of programs, budgets, and procedures. Strategy implementation is the process of implementing strategies and policies through the development of plans, budgets, and procedures. (Wheelen & Hunger, 2003).

The program set by Kopertais IVX is on the tri dharma aspect: development master plan (RIP), strategic plan, curriculum, education personnel, prospective students, facilities and infrastructure, education administration, PTKIS administration, cooperation, including academic program development, academic writing, and development of program administration and management, including reporting on the activities of the process of implementing study programs. Supervising activities and controlling the management of higher education institutions is an integral part of supporting the implementation of higher education institutions to meet the requirements raised by stakeholders (Rusdiana, 2011).

Supervision of PTKIS is carried out as a form of development on the basis of religious, life, and employment knowledge through strengthening the core topics of the national curriculum, establishing a local curriculum, compiling syllabus, implementing a new curriculum, supervising lecturers, administrative staff to improve the quality and quantity of lecturer/administrative staff through the preparation of regulatory criteria in accordance with the spirit of reform, increasing the quality and quantity of manpower, increasing the recruitment of quality lecturers/staff, revising the education and training of lecturers and staff, developing careers and ranks, increasing work discipline, recruitment and coaching of PTKIS lecturers/staff. And supervise students by increasing dynamics, creativity, and skills.

Supervision of research patterns and standards, implementation of research for lecturers and students, workshops, dissemination of research results, and publication of research results in recognized and reputable journals motivates each PTKIS to have a research journal. (a) Guidelines for community service, (b) implementation of community service based on community empowerment (c) plays a role in evaluating the results of community service.

PTKIS coaching is directed at activities: analyzing PTKIS weaknesses in the context of providing quality education, coaching and empowering PTKIS, improving the quality of Human Resources, training for students, management coaching, facilities and infrastructure carried out through activities coordinated by Kopertais, motorized periodically at the beginning of the year, mid and end of the year, conducting management coaching, making efforts to improve facilities and infrastructure through, recommending proposals for infrastructure assistance (Rusdiana, 2011).

PTKIS quality control, namely recommending the establishment of 34 PTKIS in the Bali, NTB and NTT regions, extending study program permits, providing recommendations for additional study programs, recommending study program permit extensions, receiving and validating PTKIS tri dharma activity reports every semester, receiving study program evaluation reports, and providing consideration of follow-up and sanctions against PTKIS that provide less quality education to the Directorate General of Education. Annual objectives are important for strategy implementation, because: (a) they are the basis for resource allocation; (b) are the primary mechanism for evaluating managers; (c) are the main instrument for monitoring progress towards achieving long-term objectives; and (d) establish organizational, divisional, and departmental priorities (David, 2011).

Realization of the budget, income and expenditure of Kopertais IVX Mataram Region is as follows; (1) the budgetary resources for salaries, honorarium and allowances constitute a monthly budget that must be given to the Kopertais apparatus. (2) Office operational budget resources. (3) Budgetary resources for direction, management, assistance, and supervision are managed by the Kopertais apparatus as needed. Salaries, gratuities, and allowances for Kopertais Region IVX personnel are based on rank and position. In a feasibility study, budget calculations also need to be included to find out whether or not a project is feasible from a financial point of view, which can be previously known (Reddy et al., 2015). The Director General of Education's policy towards Kopertais in financing so far has only been in the form of operational assistance for Kopertais, not allocating the budget directly in the form of a separate DIPA for Kopertais (Rusdiana, 2011).

Procedures are incidental activities, carried out occasionally. This relates to the absence of SOP, which contains a series of processes starting from recording, and documenting to reporting. The implication is accelerating the achievement of the objectives of implementing policies on guidance, management, assistance, and supervision namely the creation of an accountable PTKIS (2) Regional Kopertais is led by a coordinator, under whom there are deputy coordinators, secretaries, and implementing staff. These elements perform their duties in a professional manner, which requires expertise or knowledge, skill, and a high degree of integrity. The purpose of this is to implement coaching, management, mentoring, and supervision for effective and efficient PTKIS accountability.

The working atmosphere implemented in the Kopertais IVX Mataram area is quite a comfortable working atmosphere. Oriented to serve the community, maintain the commitment to serve the community, that is, and continue to work hard to complete the tasks according to the established mechanism. Kopertais IVX region in creating a conducive service organizational culture. Based on the organizational structure, namely maintaining cooperation between apparatus in providing services to PTKIS. Collaboration between apparatus, namely by building a system of togetherness and working relations between leaders and subordinates.

According to the results of the analysis, (1) the activities of the Kopertais IVX region in implementing the policy of coaching, management, direction, and supervision are not based on SOP. Kopertais apparatus in regions I, II, and IV are not always performing their duties in accordance with the performance plans, objectives, programs, and activities set out in the strategic plan. (2) In each Kopertais, the main tasks and functions of directing, managing, assisting, and supervising are specified in different organizational designs. This is related to the lack of clarity in the contents of the policies and the understanding of each Kopertais regarding policies on development, management, assistance, and supervision. In addition, each Kopertais has differences in quantity, quality, and proportion of human resources, finances, facilities in the implementation of coaching, management, assistance, and supervision. These differences result in differences in the structure of the bureaucracy and the performance of each policy implementer of development, management, assistance, and supervision.

3.5. PTKIS Quality Evaluation in Kopertais Region XIV (Performance)

Strategy evaluation is the process of monitoring the actual company activities, results, and performance compared to the desired performance (Wheelen & Hunger, 2003). According to Winardi, strategic evaluation is an effort to monitor the results of strategy development and implementation, including measuring organizational performance and taking corrective action when necessary (Winardi Karshi Nisjar, 1997).

Evaluation of the performance of Kopertasi XIV Mataram is carried out by conducting an investigation on the basis underlying the performance-adjusted strategy. Kopertasi XIV Mataram comparing the results of actual performance with expected (ideal) performance. Taking corrective action to ensure that performance is according to plan. Adequate and timely feedback is the cornerstone of strategy evaluation. Taking corrective action is necessary to keep him on track toward the goals he has set. Even the best-developed and implemented strategy can become obsolete when the external and internal environment of an organization changes. Therefore, it becomes imperative for strategists to systematically review, evaluate, and control the implementation of the strategy

4. CONCLUSIONS

The internal environment analysis is carried out by establishing a realistic understanding of all the advantages and disadvantages of PTKIS. While the analysis of the external environment includes the identification of several opportunities, challenges, and threats. Private Islamic higher education institutions are still not the best option when it comes to implementing traditional management in terms of administration, curriculum, and even leadership. Social, political, and social realities show that the space and opportunities that PTKIS alumni have are very limited. A technology-based global competition that forces every higher education institution to respond quickly to changes and developments. Have a strategic pattern in formulating policies. The programming of the programs is guided by the development and needs of the community. Have long, medium, and short-term program achievement targets. The program is directly related to academic activities. Producing quality graduates. The main strategy determines the development direction and management mode of education, and the development strategy is supported by decision-making and action, to formulate and implement plans and strategies, realize change, and move toward progress.

The strategies carried out by Kopertais in the IVX Mataram region are (1) strengthening the supervisory, controlling, and coaching functions to implement PTKIS, (2) strengthening PTKIS institutions that are relevant to stakeholder needs and societal changes, (3) strengthening administration and academic transactions towards the accreditation of excellent study programs, (4) strengthening transparent and reliable Financial Management and Governance in PTKIS, and (5) strengthening human resources and academic culture in PTKIS. The Mission, Goals, Strategy, and Policies of Kopertais IVX Mataram lead to supervisory functions, institutional strengthening, administrative strengthening, management strengthening, and human resource strengthening which have implications for the development of societal progress, especially in the absorption of academic world and the world of work.

The program set by Kopertais IVX Mataram is on the tri dharma aspect: development master plan, strategic plan, curriculum, educational staff, prospective students, and facilities and infrastructure, education administration, PTKIS implementation, cooperation. Supervision of PTKIS is carried out as a form of development on the basis of religious, life, and employment knowledge through strengthening the core topics of the national curriculum, establishing a local curriculum, compiling syllabus, implementing a new curriculum, supervising lecturers, administrative staff to improve the quality and quantity of lecturer staff. PTKIS development is aimed at the following activities: Analysis of PTKIS weaknesses in the context of quality education provision, coaching and empowerment of PTKIS, improvement of human resource quality, student training, coaching management, facilities, and infrastructure.

Evaluation of the performance of Kopertasi XIV Mataram is carried out by conducting an investigation on the basis underlying the performance-adjusted strategy. Kopertasi XIV Mataram comparing the results of actual performance with expected (ideal) performance. Taking corrective action to ensure that performance is according to plan. Adequate and timely feedback is the cornerstone of strategy evaluation. Taking corrective action is necessary to keep him on track toward the goals he has set.

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