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## STRATEGIC MANAGEMENT AND OPERATIONAL MANAGEMENT AND THEIR IMPLEMENTATION IN EDUCATIONAL INSTITUTIONS

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### Abstract

The future of humans is greatly influenced by various factors, one of which is education. A good education can be achieved by implementing strategic and operational management in educational institutions. This research will be carried out to see how the implementation of strategic management and operational management in educational institutions will be implemented. This research will be carried out using a qualitative approach. The data in this study come from different research results and previous studies, which are still relevant to this research. The results of this study found that there was a positive impact on the development of educational institutions due to the implementation of strategic and operational management. This advantage is a guide to overcoming various problems and providing opportunities now and in the future. In addition, the accuracy of decision-making and technical implementation will be better.

#### Keyword :

Educational Institutions,  
Strategic Management,  
Operations Management.

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## 1. INTRODUCTION

The quality of education is one of the central themes that has attracted attention in various educational discussions in Indonesia so far. This theme is even more interesting when associated with the disappearance of moral values and global competition entering the third millennium (Juharyanto et al., 2020).

The paradigm of globalization as a product of advances in science and technology, especially information technology as a continuation of modernization. Ahmed and Donnan also describe globalization as an era that substantially refers to fast technological developments, communication, transformation, and information that can bring distant parts of the world into something easily accessible (Lee et al., 2018).

The phenomenon of globalization, in Azizy's view, argues that globalization simultaneously continues to give rise to two dimensions of life, namely in the form of challenges and threats. Dimensions in the form of challenges are all the positive impacts of the

globalization phenomenon to create various facilities and conveniences in various human activities, including for the benefit of Islamic education (Delios et al., 2021). Dimensions that are in the form of threats are all negative impacts caused by the phenomenon of globalization for the development and civilization of humans and the wider community, for example, the increasingly strong materialistic, hedonistic, and even secularistic lifestyles (Syuntyurenko, 2022). In such conditions, the function and role of Islamic education must be maximized in the context of efforts to preserve, develop and pass on the ideals of civil society. From this phenomenon, all measures expected to minimize negative impacts - at least able to filter the various negative effects continue to be carried out systematically and continuously (Wasino et al., 2020).

Education is the biggest investment in designing the pattern of human life in the future. Because with educational capital, humans have three advantages. First, education as an effort oriented to forming a potential human figure

intellectually through the learning process (intellectual oriented by transfer of knowledge) (Williamson & Eynon, 2020). Second, education is an effort to form a society with character, ethics, and aesthetics through the transfer of values process contained therein. Third, education is one of the guarantees for obtaining a better life and high dignity, both materially and transcendently. Through this understanding, education automatically occupies a central and strategic position in building a quality and balanced future of human life (Situmorang et al., 2021).

However, educational institutions can apply several factors so that the quality of academic output can meet society's expectations, namely, knowledgeable and technological humans and high faith (Szymkowiak et al., 2021). To achieve community expectations and support educational goals set by the government, it is necessary to implement strategic and operational management in educational institutions (Klofsten et al., 2019).

To improve the quality of educational institutions, educational management must be managed and touched professionally and functionally according to the demands of the management world, meaning that various resources that affect the occurrence of the entire educational process need to be handled in a planned, organized, directed and controlled manner. From this context, educational institutions must have managerial competence, namely the ability to build systematic, logical, realistic, and strategic work patterns (Oskarsdottir et al., 2021).

Through the brief explanation above, the researcher intends to investigate strategic and operational management and its implementation in educational institutions.

## **2. LITERATURE REVIEW Management**

Management etymologically comes from the English language, which means to govern, manage, manage, and drive. Later in its development, the word to work changed to management, which means leadership, management, and management. The term management, in its application, is often interpreted as administration, including in education (Bahri et al., 2022). The reason they equate the two is on the basis that it is functional and operational. It must be admitted that until now, there has been no agreement between experts on these two matters. However, some argue that management and administration are two different things because management is the core of administration (Sweet et al., 2021).

If traced in various management literature, the terminology of management will be found that management contains four meanings, namely: (a) management as a science; (b) management as a process; (c) management as art or trick; (d) management as a profession or ability. However, management can be defined as an effort to get things done by others (Pal et al., 2021).

### **Strategic**

Strategic, according to etymology, means tips, ways, and main tactics. Historically, the word strategic originated in the military world and was popularly interpreted as a strategy used by military commanders (generals) to win wars (Matisek, 2018). Ralph Taylor explains that strategic means have vital characteristics for an integrated whole. However, the word strategic is also used by almost all organizations to be able to determine their choice in winning an inevitable war to achieve their goals (Haessler, 2020).

### **Strategic Management and Operations Management**

From the above understanding, what is meant by strategic management is a series of fundamental decisions and actions made by top management and implemented by all levels of an organization to achieve an organizational goal. Another definition of strategic management is managerial efforts to develop organizational strengths to exploit opportunities that arise to achieve the goals that have been set according to the mission that has been established (Heide et al., 2018). Then R. Edward Freeman defines strategic management as a continuous process, and although, in time, different points must be selected to make decisions to achieve goals (Dmytriiev et al., 2021).

Based on some of the definitions above, the authors can argue that what is meant by strategic management is a series of basic efforts, tips, decisions, and actions outlined by the leadership of the organization and implemented by all its staff to achieve the goals set by the organization (Tabesh et al., 2019).

Flippo stated that what is meant by operational management includes management in aspects of procurement, development, compensation, integration, maintenance, and separation. Operational management in educational institutions is an implementing activity, namely activities carried out by academic personnel following the duties and responsibilities assigned to them, including areas of activity such as curriculum, human resources, finance, facilities

and infrastructure, administration, and public relations (Tanjung, 2020).

### 3. METHOD

This research will be carried out using a qualitative approach the method. This research data comes from previous studies or studies that can still be considered relevant to this research. After the data for research is collected, the data will then be analyzed so that the research results can be found.

### 4. RESULT AND DISCUSSION

#### Implementation of Strategic Management in Educational Institutions

One of the functions of management is planning. Planning in an organization or educational institution requires a strategy called strategic planning. Strategic planning is also known as long-term planning. The strategy, according to R.G. Murdick J.E. Ross, is defined as a configuration of the results that are expected to be achieved in the future. It can also be called the conception of the future. The configuration form is revealed based on scope, competition results, targets, and arrangement of resources (Anand et al., 2022).

First, the scope of education concerns the expected educational outcomes, the users of educational products, the market for educational outcomes, the quality of the results, and the characteristics determined for educational outcomes. Second, the ability of educational outcomes (productivity) related to supply positions, specific management, and capacity to respond to changes in motion. Third, the specification of targets confirms the quantitative statement of marks which confirms the quantitative information of the objectives to be achieved, profitability, and investment, along with risk estimates or other supporting factors. Fourth, determining educational resources involves allocating educational resource development, geographic factors, and trends in change related to the value system. The value system will guide academic concepts, ideas, and practices.

Strategic planning is used to describe a more general scope of planning. The definition of strategic planning is expressed by Johnson Kast Rozens Weig, as quoted by Nanang Fatts, namely the process of determining the main targets, policies that regulate the procurement and utilization of resources, and strategies that handle the procurement and utilization of resources to achieve goals. The steps for formulating a strategic plan include: (1) analysis of current and future conditions; (2) identification of

institutional/organizational strengths and weaknesses; (3) considering norms; (4) identification of possibilities and risks; (5) determine the scope of results and community needs; (6) assessing supporting factors; (7) formulate goals and criteria for success, and (8) determine distribution arrangements, sources (Čirjevskis, 2020).

Regarding educational issues, strategic planning can be applied to educational planning. Strategic planning tends to result in a program formulation that is more operational. Various internal (organizational) and external (environmental) influences must be taken into account during this planning process.

Consequently, the application of a strategic education planning system approach tries to discover future forms and identities by analyzing several complicated relationships inside a system. A consideration on the significance of a systems approach in the strategic plan for education is that education is a complicated aspect of human existence or a complex system. It is evident that discussing education concerns cannot be divorced from other aspects of life, including economic, social, political, cultural, and security elements, among others. These aspects must be taken into account while developing an educational strategy plan. It isn't easy to account for the results of the planning process without paying attention to these factors and their trends.

The strategic plan's systems approach provides conceptual foundations for educational planning, which are anticipated to aid in the resolution of these complex academic difficulties. The primary function of the systems approach as a method or analysis methodology (system analysis) is to solve issues or make decisions. In this case, the system is associated with the scientific method. This system analysis includes (1) recognizing a problem; (2) identifying relevant variables; (3) analyzing and synthesizing factors related to the problems encountered; (4) determining conclusions in the form of activity programs. In this regard, systems understanding is applied to the management process in an organizational context that explains the existence of a general system model. The available model of an organization as a system is the existence of components of input (input), transformation, and output (output).

Thus, it can be concluded that the importance of a systems approach in the strategic plan of education is closely related to the effort to solve complex problems by recognizing the essence of the integration of various elements so that the known process can support the achievement of goals effectively and optimally.

To further complete the description of this systems approach, it is necessary to explain the meaning of the system itself. Fitz Gerald defines the system as a network of interrelated procedures to carry out activities towards the achievement of specific goals. In achieving these particular goals, the method of achievement needs to be detailed, linked, and adapted to the existing conditions (Macht et al., 2020).

Based on the above, reviewing and solving problems based on this framework has the following characteristics.

- a. Systematic and systemic (overall).
- b. Oriented on the output or configuration wishes.
- c. Have a comprehensive goal.
- d. Long, medium, and short-term dimensions.
- e. Applying scientific methods of theoretical and empirical analysis with development programs.
- f. Operational plans are translated into projects and programs
- g. Based on policy.
- h. Taking into account norms and rules.
- i. Have on input, process, and output with feedback information.

Strategic planning is included in the category of long-term planning, covering a period of more than ten years to 25 years. This plan has a medium-term, even more so when compared to a short-term plan. The longer the plan, the more variables that are difficult to control. Based on the criteria above, the five-year development plan can be classified into medium-term planning.

Medium-term planning covers an implementation period of 5-10 years. This plan elaborates a long-term plan but is more operational.

### **Implementation of Operational Management in Educational Institutions**

Operational planning focuses on what will be done at the field implementation level of a strategic plan. This specific plan provides concrete instructions on how a particular program or project is implemented according to the rules, procedures, and other provisions that have been clearly defined in advance. This operational plan has been described and translated into quantitative data that can be measured and uses the economic dimension. Thus, operational plans are easy to measure, the role of the success of the units is easy to compare, and at the same time, can be used as a measure of success.

This means that the operational plan functions as a fairly subtle and sharp instrument to identify past circumstances and can/will be used as

the next planning tool or technique. Operational planning usually does not use an integrative approach, such as strategic planning. Therefore, there are several weaknesses in this plan, including (1) the unit price is not certain because it is difficult to design a fixed price, especially for specific things; (2) measuring instruments are often different; (3) work is sometimes delayed, staff who quit; (4) the role and contribution of leaders to the achievement of long-term goals are not measured. All of these are systemic barriers.

Operational planning is also known as a short-term planning. Short-term planning is an annual plan or plan that is made to be carried out in less than five years, often referred to as an operational plan.

This plan is an elaboration of the medium-term and long-term plans. Annual planning is included in the category of short-term planning. Annual planning or Annual Planning are the stages of the REPELITA. A yearly plan generally closely relates to what has been done in the past year and is planned for the following year.

Thus, the annual plan is not just a dissection of the five-year plan but is a refinement of the plan itself. Annual planning activities carried out every year last for one full year. That is why there is the term annual planning cycle (circle). The plan's implementation in the pelita starts from April 1 to March 31 of the following year. This period also applies to the completion of the planning process.

What activities are included in the preparation of the annual plan? The types of activities and their stages can be seen in the examples of activities in the 1990s, which include the following:

- a. General policy formulation
- b. Preparation of technical policies.
- c. Drafting a policy adjustment plan.
- d. Completion of the program (Reprogramming)
- e. Preparation of descriptions of project operational activities (UKOP).
- f. Identify the project.
- g. Preparation of Pre-DUP (List of Proposed Projects).
- h. Preparation of the DUP of the Ministry of Education and Culture.
- i. Discussion of DUP between the Ministry of Education and Culture, Bappenas, and the Ministry of Finance.
- j. Preparation of UKOP.
- k. Preparation of Pre-DIP (Project Table of Contents)

- l. Pre-DIP discussion between Depdikbud, Bappenas, and the Director-General of Budget.
- m. UKOP refinement
- n. Completion of DIP from the approved DIP concept.

The fundamental question that needs to be answered is why strategic management and operational management are required in all organizational processes and activities, including educational institutions?

Every organization must face two types of environment, namely the internal and external environment. The larger the organization, the more complex the form, style, and nature of the range of interactions. One of the implications of this complexity is that it is increasingly difficult for organizational leaders to make policies, especially since each leader has a different type. Therefore, strategic and operational management are needed to find a fast and appropriate solution.

Strategic and operational management are very much needed by all organizations in their processes and activities because, without them, all efforts to achieve the goals that have been set will fail, and at least that goal will not be performed optimally. Hani Handoko gives three main reasons why management is needed in every organization, namely:

- a. To achieve a goal. With the application of good management, the achievement of organizational and individual goals will be more easily achieved because, with management, administrative activities are processed systematically from the stages of planning, organizing, leadership, controlling, to assessment.
- b. To maintain a balance between conflicting goals. Management is needed to balance various goals, objectives, division of tasks, financing, and others.
- c. To achieve efficiency and effectiveness. An organization's work and activities can be measured in various approaches and ways. The commonly used measure is the standard of efficiency and effectiveness (Ningsih et al., 2022).

So the urgency of strategic management and operational management within the framework of building an organization, company, or institution to be solid, established, and strong during various challenges, especially global competition. By using Strategic Management and operational management as a framework to achieve the strategic goals set by the organization or company, especially regarding competition, leaders/managers are invited to think strategically.

Several characteristics are always attached to Strategic Management and operational management in achieving the goals of educational institutions, namely:

- a. Unified unites all elements in the organization, institution, or company.
- b. Comprehensive covers all aspects of the organization, institution, or company.
- c. Integrated, i.e., all strategies are integrated and match the overall position and level.

Then to what extent are the urgency and benefits for educational institutions if in achieving a goal of implementing strategic management and operational management, Agustinus Sri Wahyudi explained the advantages are:

- a. Provide long-term direction towards the achievement of goals.
- b. Helping an educational institution adapt to the various changes that occur.
- c. Making an educational institution more effective.
- d. Strategy-making activities will enhance the ability of educational institutions to prevent problems from arising in the future.
- e. The involvement of teachers/staff/employees in formulating strategies will boost their motivation to implement them.
- f. The division of overlapping tasks will be minimized.
- g. The reluctance and boredom of the teachers/staff/employees at work will disappear (Aleixo et al., 2020).

Admit it or not, these seven things are chronic problems that are always faced by educational institutions which, in their operational activities, still use the conventional approach, namely, the achievement of long-term goals has not been directed, educational institutions are less responsive to changes in their surroundings, program implementation is sometimes ineffective and efficient, the principal does not give priority to the symptoms of irregularities that arise so that many problems occur in the future because they are not detected, teachers and staff are not involved in formulating strategies, the division of tasks often overlaps between one employee and another, and psychologically the employees sometimes get bored quickly in doing work.

Management is often seen as a way to control the organization effectively and efficiently to the stage of implementation and evaluation so that its goals and objectives are achieved. Meanwhile, strategic and operational management concepts always pay serious attention to formulating organizational goals and objectives,

the factors that become its strengths and weaknesses, and the opportunities and challenges that every organization always faces. Analyzing these factors is very useful in formulating alternatives that will facilitate decision-makers, especially school principals, to choose the best. After calculating the consequences that will arise if one option is selected and implemented.

Therefore, it is unavoidable that the main dimensions in the concepts of strategic management and operational management are interrelated and intertwined so that if someone wants to talk about strategic decisions, he cannot avoid discussing the main principles in operational management. Because the strategy is designed to produce leadership behavior and leaders who can inspire their vision and mission.

If decision-making in strategic management is a management function, the role of operations management is more about how the decisions are implemented in the field or technical implementation. Meanwhile, strategic management monitors and drives operational activities of all parties responsible and involved in achieving organizational goals and objectives.

One example that can be done in the implementation of strategic management and operational management in educational institutions, especially Islamic educational institutions such as madrasas and Islamic boarding schools, is to launch four strategic programs, namely (1) Improving the quality of education management; (2) Improving the quality of Islamic boarding school education and tahfidz of the Qur'an; (3) Improving the competence of education personnel; (4) Language Village Program (Arabic and English); (5) Life skills program.

According to Drs. K.H. Thahir Syarkawi that the targets to be achieved from the strategy include (a) the realization of effective education supported by academic staff who meet competency standards; (b) student master Islamic knowledge and practice it in daily life; (c) students can speak and communicate actively in Arabic and English; (d) students have basic knowledge and skills in agricultural technology, animal husbandry and convection (sewing) and others.

For this reason, according to Salusu J., five things need to be emphasized in implementing strategic management and operational management to improve the quality of education in an educational institution in facing global challenges, namely:

- a. Improving the quality of education management

- b. Improving the quality of the learning process
- c. Improving the quality of human resources for education personnel
- d. Build a network (networking) (Grant & Baden-Fuller, 2018).

Strategic and operational management should be viewed as processes to encourage a willingness to learn and act, not merely as a formal system for controlling. Therefore, the use and use of appropriate strategic and operational management can guide how to overcome problems and opportunities in the future. In addition, it will be able to speed up decision-making and technical implementation with better and better quality.

## 5. CONCLUSION

This study concludes that strategic management is a series of basic efforts, tips, decisions and actions outlined by the organization's leadership and implemented by all its staff to achieve the goals set by the organization. Meanwhile, operational management includes management in human resources procurement, development, compensation, integration, maintenance, and termination of employment. Then the implementation of strategic management and operational management in educational institutions can positively impact educational institutions' development by guiding overcoming problems and opportunities now and in the future and will make decision-making and technical implementation more accurate.

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