

## UISU Siantar Private High School Strategic Management Based on Internal Environmental Analysis

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**Abstract:** Strategic management is planning, monitoring, analysis and evaluation that is carried out on an ongoing basis from all the needs needed by organizations both in the world of education in an effort to achieve their goals. The purpose of strategic management in the world of education is an effort to improve education based on established laws. The implementation of strategic management of the school environment includes internal and external analysis and reaches a strategic evaluation to determine the extent to which results have been achieved. This study aims to describe the strategic management of Uisu Siantar Private High School based on an analysis of the internal environment. The internal environment is an environment that has a direct influence on the operation of educational institutions, such as curriculum, students, teaching and educational staff, facilities and infrastructure as the potential of the school itself, the competitive situation, the situation of educational customers, and graduate users. Everything influences the determination of strategies that are expected to support the school in achieving its goals. This study uses a qualitative approach and descriptive type. While collecting data using interviews, observation, and documentation. Data analysis techniques use data presentation and conclusion. The application of strategic management in education is carried out through the preparation of strategy formulation and strategy implementation, by combining school-based management.

**Abstrak:** Manajemen strategis merupakan perencanaan, pemantauan, analisis, dan evaluasi yang dilakukan secara berkelanjutan dari semua kebutuhan yang diperlukan oleh organisasi baik dunia pendidikan dalam upaya mencapai tujuannya. Tujuan adanya sebuah manajemen strategis dalam dunia pendidikan merupakan upaya peningkatan pendidikan yang didasarkan pada Undang-Undang yang telah ditetapkan. Penerapan manajemen strategis lingkungan sekolah meliputi analisis internal dan eksternal dan sampai pada tahap evaluasi strategis guna mengetahui sejauh mana hasil yang telah dicapai. Penelitian ini bertujuan untuk mendeskripsikan manajemen strategis sekolah SMA Swasta Uisu Siantar berdasarkan analisis lingkungan internal. Lingkungan internal adalah lingkungan yang mempunyai pengaruh langsung pada operasional lembaga pendidikan, seperti kurikulum, kesiswaan, tenaga pendidik dan kependidikan, sarana dan prasarana sebagai potensi dari sekolah itu sendiri, situasi persaingan, situasi pelanggan pendidikan, dan pengguna lulusan. Semuanya berpengaruh pada penentuan strategi yang diperkirakan mendukung sekolah mencapai tujuannya. Penelitian ini menggunakan pendekatan kualitatif dan tipe deskriptif. Sedangkan pengumpulan data menggunakan wawancara, observasi, dan dokumentasi. Teknik analisis data menggunakan penyajian data dan penarikan kesimpulan. Aplikasi manajemen strategis dalam pendidikan dilakukan melalui penyusunan formulasi strategi dan implementasi strategi, dengan mengkombinasikan manajemen berbasis sekolah.



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## **INTRODUCTION**

Schools have a very important role in forming a quality generation of Indonesians, they should have the support of all elements, both from the government and society. In educational institutions, of course, it really needs maximum effort in increasing the potential and quality of education (Abdullah 2017). Supported by a planned management system, quality human resources (HR), good facilities and infrastructure and appropriate education costs, the school will function optimally. Seeing the development and the rapid competition that is happening, schools are required to implement various superior strategies in order to compete (Mulyasana 2015).

Education at most levels and units of education, especially primary and secondary education, is considered qualified if it is able to give birth to academic and extracurricular excellence in students who are declared to have passed one level of education or completed a particular learning program (Turmidzi 2021). It is undeniable that education is one aspect that plays an important role in human life. Moreover, education is one of the important pillars for the civilization of a nation. Education and progress of the nation are like two sides of a coin. Their existence is interrelated and cannot be separated. For this reason, the progress of a nation, in fact, can never be separated from the role of quality education (Sauri 2016).

Education is essentially an effort to pass on values, which will be a helper and determinant of humanity in living life, and at the same time to improve the fate and civilization of mankind. (Fathurrohman 2016b). Without education, it is believed that today's humans are no different from past human generations, who, compared to today's humans, have been left behind both in the quality of life and in the processes of empowerment. In extreme it can even be said, that the success or failure of the civilization of a society, a nation, will be determined by how the education that is lived by the people of that nation. (Fathurrohman 2016a)

Regarding the problem of education in the current era of globalization, it can be

seen in two ways, namely referring to the educational process and educational outcomes (Faiz dan Kurniawaty 2022). Quality education process if all components of education are involved in the educational process itself. Factors in the educational process are various inputs, such as teaching materials, methodologies, school facilities, administrative support and other facilities and infrastructure and resources as well as the creation of a conducive atmosphere. To carry out education with these various components, management is supposed to be needed as direction as well as a driving force in carrying out education (Lestari 2018). While the quality of education in the context of educational outcomes refers to the achievements or results achieved by schools at any given time frame.

Strategic management is an alternative that should be a way out of various problems that are gripping the world of education in Indonesia today. Every organization (school) is faced with two types of "environment", namely the internal environment and the external environment. The larger an organization, the more complex the form, type and nature of the form of interaction that occurs in dealing with these two types of "environment". (Benty; 2017). One of the implications of this complexity is the process of making decisions that are increasingly difficult and complicated. This requires strategic management. The definition of strategy itself can be interpreted as a comprehensive plan that integrates all resources and capabilities that have a long-term goal of winning the competition (Sagala 2013).

Education is the key to the progress of a nation. Developed countries are usually followed by advanced education. To realize competitive education, it must be supported by quality educational institutions. Quality here means having adequate facilities and infrastructure, supporting human resources, a curriculum that is in accordance with the needs or changing times and so on. The government, in this case, must not remain silent in supporting the national education system so that Indonesia is able to compete with other countries with advanced education systems.

In the digital era like now, there are many challenges that must be faced by every educational institution. Educational institutions are required to be sensitive to existing changes or developments in the times, which is a necessity. Quality or quality educational institutions must always analyze the situation or conditions both outside and within the institution itself. Therefore the ability of an institution to analyze the environment (internal and external) will affect the existence or progress of an educational institution.

There are many things that must be analyzed, one of which is the internal environment of educational institutions. The internal environment usually exists within the organization. So it is very important to analyze the internal environment of educational institutions. Thus the institution will know what are the strengths and weaknesses. So that educational institutions can formulate appropriate plans (action plans). Based on the background above, this study aims to determine the strategic management of UISU Siantar Private High School based on internal environmental analysis.

## **METHOD**

In this study used a qualitative approach. While the method used in this research is descriptive research method. The data collection technique used is observation, interview and documentation techniques. This participatory observation technique was carried out to observe the geographic location in the form of location plans and environmental conditions, the condition of human resources, as well as the stages of strategic management at UISU Siantar Private High School. Then the analysis technique used is data analysis regarding objective conditions and data regarding the strategic management of the UISU Siantar Private High School. The data analysis technique consists of several steps, including unitization, categorization, and interpretation.

## **RESULTS AND DISCUSSION**

Strategic management is formed from two words, namely strategic comes from the Greek, *stratesia*, which means the

art or science of being a general (Nawawi 2000). In the context of management, the term strategic is defined as the main ways and tactics that are designed systematically in carrying out management functions that are directed at the strategic goals of the organization. (Arifudin, Tanjung, dan Sofyan 2020). This design is referred to as strategic planning. Strategic management according to (David 1997), is the development of a sustainable competitive position in which the firm's competitive provides continued success. Strategic management according to Yuwono (Sagala 2013), usually associated with an integrative management approach that prioritizes all elements together, such as planning, implementing and controlling business strategy. In other words, strategic management includes strategic formulation and strategic implementation.

Strategic management is the process of formulating plans and activities that are vital, pervasive and sustainable for an organization as a whole. The strategy used in school management is regulated in such a way, namely planning school strategies related to school operations in implementing their programs, while to strengthen the ability of schools to avoid problems and be able to achieve goals according to the required quality, the ability of school principals to determine policies will be tested. Strategic management is a systematic approach to increase management responsibility, condition the organization in the right position to achieve goals in a way that ensures success and is sustainable and makes the school a glory (Sagala 2013).

Strategic management, especially in policy strategy, can be carried out if the decision is a joint decision, not a unilateral decision and the decision is chosen from the best alternative. Strategic management applied in school management is the key to the effective implementation of programs and activities to achieve educational goals and continuous quality improvement. One of the efforts being made by policy makers in an effort to improve the quality of education management, especially in schools, is the implementation of school-based management referring to minimum service standards. Strategic management as a set of

decisions and actions that result in the formulation (formulation) and implementation (implementation) of plans designed to achieve organizational goals whose tasks are: (1) formulating the vision and mission of the organization including the general formulation of philosophy and goals; (2) developing an organizational profile that reflects its internal conditions; (3) assessing the internal environment of the organization including competitors and contextual factors; (4) analyze alternative strategies by adjusting the resources owned by the internal environment; (5) identify each strategy alternative to determine which strategy best fits the vision and mission of the organization; (6) selecting a set of long-term goals and a general strategy; (7) developing annual goals and short-term strategies; (8) implement strategic choices by allocating budgetary resources that emphasize compatibility between tasks, structure, technology, and reward system; and (9) evaluating the success of the strategic process as input for future decision making.

(Ansoff dan McDonnell 1990), explained that the strategic management approach is to analyze the parts called strategy formulation, and the formulation process is then formulated together which is called strategic planning. The strategic approach consists of: (1) positioning the company through strategy and capability planning, (2) responding to strategic issues issued by management, and (3) systematic management during strategic implementation. This strategic approach in the world of education consists of: (1) schools develop plans to position themselves according to their abilities and potential, namely by optimizing all available school resources to achieve school goals; (2) being able to respond to strategic issues such as school-based management, competency-based curricula, contextual teaching in school management to improve quality; and (3) emphasizing objectivity, scientificity, and systematicity during strategic implementation, and school strategies are prepared based on a common will that accommodates public needs.

(Steiner 1979), suggested that there are two types of management, namely

strategic management carried out by the top leaders of an organizational structure, within schools namely control of the principal and vice principal, and operational management carried out by the teachers. (Hamali 2020). Whereas (Ansoff dan McDonnell 1990), argues that the implementation of strategic management is by participatory decision making. In participatory decisions have the advantage of strengthening the ability of the school by avoiding unnecessary problems (Tardian 2019). In this case all school personnel understand why the decision was made.

Saplin (Nawawi 2000), argues that the strategic management model requires two major phases, each of which requires two stages, namely strategy formulation and strategy implementation. Strategy formulation includes setting the organization's mission, environmental assessment (internal and external), setting direction and objectives (goal setting), and determining strategy. While the implementation of the strategy consists of moving the strategy, conducting strategic evaluation, and strategic control. The strategy formulation can be seen in Figure 1.

The formulation of the vision and mission is carried out first by assessing the environment, namely what the actual environmental needs (stakeholders) need to be prepared by the school (Ekawati Permana, Rahayu, dan Adi Wibowo 2020). Then from the determination of the vision and mission, specific goals are formulated both in the school setting, study program or expertise, as well as in the subject background, which are then developed to

achieve an achievement strategy through a number of programs as strategic activities

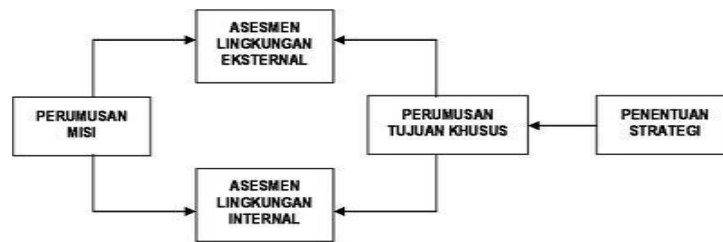


**Picture 1.** Position Formulation and Implementation in Strategic Management

In the process of implementing strategic strategy activities, it is necessary to evaluate and control the strategy so that it is consistent in achieving the objectives, is maintained, does not deviate from the vision and mission that have been set. The strategic formulation process can be seen in Figure 2, illustrating a simplified whole process for easy understanding. There are five main steps of strategic formulation, namely: (1) formulation of the mission, (2) assessment of the internal environment, (3) assessment of the organization (internal and external), (4) formulation of specific objectives, and (5) determination of strategy (Sagala 2013).

Pictures 1 and 2, it is concluded that environmental analysis consists of two elements, namely external analysis and internal analysis (organizational analysis). External environment analysis includes identifying and evaluating aspects of social, cultural, political, technological, and trends that may affect the organization. This tendency is a number of factors that are difficult to predict (unpredictable) or have a high degree of uncertainty. Analysis of the internal environment determines a realistic perception of all the strengths and weaknesses of the organization. An organization should take advantage of its strengths and strive to overcome its weaknesses. Organizational analysis can assist school organizations in allocating resources more effectively (Sinaga 2021).

Heene (2005), in line with the explanation above, that strategic management as a process has three main stages, namely: (1) strategy formulation, (2) strategy implementation, and (3) strategy control (evaluation). Stage 1 of strategy formulation, executive planners formulate the organization's vision and mission, create organizational profiles, identify external opportunities and threats to the organization, analyze alternative strategies, set long-term goals, and select a master strategy. Stage 2 of implementation, in this case the leader formulates operational strategies, establishes annual or short-term goals, policies, motivation, and empowers available resources to realize strategic plans, and institutionalizes strategies (Dacholfany 2017). Stage 3 of control and evaluation, the leadership supervises in order to encourage the smooth implementation of the activities that have been carried out. Leaders also need to know or monitor the progress of activities that have been implemented. Based on the monitoring results, if necessary, all strategies that have been implemented can be modified in the future because external and internal factors are always changing. Three kinds of basic activities for evaluating strategy are: (1) reviewing external and internal factors to form the basis of the current strategy, (2) measuring achievement, and (3) taking corrective action.



**Picture 2.** Strategic Formulation Process

Furthermore, the elements of strategy in school management are based on the scope or boundaries in which the school operates, determines the quality of learning services, the quality of graduates that must be produced, and fulfills the community's desire for the quality of education held in schools.(Murniati & Umar 2009), put forward elements of strategic management starting from: (1) setting missions and goals, (2) school planning, (3) researching the environment and exploiting the impact of threats and opportunities, (4) studying and analyzing strengths and weaknesses, (5) considering various alternatives and ensure the appropriate choice of strategy, (6) compare policy plans, resources, structure and style of implementation with the strategy, and (7) ensure that the strategy and its implementation will achieve the objectives.

Furthermore (Ekawati Permana, Rahayu, dan Adi Wibowo 2020), said that strategic management involves the planning process through two stages (components) of planning, namely: (1) the strategic planning component includes the formulation process: vision, mission, strategic objectives, and main strategy (general strategy), and (2) the operational planning component includes the process of formulating operational goals or objectives, implementing management functions, policies, internal and external organizational networks, control, and evaluation.

Based on the explanation above, it can be concluded that in strategic management two major stages are needed, namely: (1) strategy formulation, and (2) strategy implementation. Strategic formulation includes planning and establishing the vision and mission of the organization, creating an organizational profile, environmental assessment, namely

by identifying the internal strengths and weaknesses of the organization as well as the external opportunities and threats of the organization, establishing long-term and short-term directions and goals (goal setting), analyzing and determining strategies . While the implementation of the strategy consists of formulating an operational strategy; drive strategy; motivating and empowering available resources to realize strategic plans; and instituting strategy; carry out strategy evaluation; and strategic oversight in order to encourage the smooth implementation of the activities that have been carried out (Hanan 2018).

### **Implementation of Strategic Management in Education**

The application of strategic management in the implementation of the education system allows an organizing organization to be more proactive in shaping the future of educational institutions in today's globalized world. Applying the concept of thinking and acting strategically, educational institutions are expected to be able to initiate and influence rather than just responding to various demands and or routine and bureaucratic activities, but more than that, educational institutions must be able to strive to plan strategic activities, implement and control all institutional operations to achieve the strategic goals that have been formulated (Atmadji Sutikno 2014).

There are three levels of strategy that can be implemented, namely strategy levels: (1) corporate, (2) business, and (3) functional. The corporate level strategy is prepared at the highest level in an organization (parent organization), discussing the choice of strategic plans, allocating resources. At the corporate level,

an organizational leader coordinates the activities of each structurally separate work unit. Efforts to develop and maintain core competencies at the corporate level tend to be broader and more general, for example finance, resources, and organizational effectiveness. (Usman 2015). Synergy is the main competitive advantage for educational institutions where activities are interrelated and give strength to other activities by coordinating between personnel.

The business level strategy focuses on how schools can compete with other schools so that it can become a driving force to continuously improve quality. The main issues studied at the business level are ways to achieve and maintain competitive advantage and analyze competencies that can meet organizational needs (Iskandar 2017). The school develops a part of the school organization which can be in the form of a work team, to analyze and develop the management of school relations with the community so that the desired service aspects will be known as guidelines and considerations for schools to implement strategic plans.

Functional level strategy has a narrower scope than business strategy. Functional strategy relates to functional area activities such as school financial strategy. The principal delegates the development of functional strategies to the vice principals, such as school promotion activities. The school analyzes the advantages of the school which will later be developed to become a guide in the direction of school policy.

The formulation of the school's vision, mission and goals in vocational education should be carried out by the school (school leaders and teachers) as well as the involvement of stakeholders, so that the suitability of school goals with the resource needs of graduates is in accordance with the needs (Tardian 2019). In formulating the vision, the ability of school leaders is required to integrate organizational orientation with environmental orientation, and realize this vision into various work programs that are understood and believed by all personnel in the organization. The principal and internal members of the school must understand and be aware of the need for the vision, mission

and goals of the school as outlined in school activities, and are facts that have been documented. Strategic formulation as an effort to implement strategic management of vocational education, is carried out on an ongoing basis, the aim is to ensure that the UISU Siantar Private High School education program is successful according to plan.

Determination of external and internal factors need attention. External factors which include opportunities and threats are factors that are of concern to every organization to move towards certainty. This is because uncertainty is always an obstacle that makes it impossible for organizations to penetrate further into efforts to realize their goals. In fact, the effectiveness of achieving organizational goals is largely determined by the penetration power of the organization. Therefore, the ability of an organization to understand threats and opportunities is the most important step in determining the next strategy (Khoirul Umam 2017).

Opportunity factors that need to be accommodated by high school education include: the number of users of education services is abundant, the local government supports school programs, the business world requires skilled workers, school products are needed by the community, schools can adapt to the needs of service users, and so on. Meanwhile, the threat factor that needs to be anticipated is: the large number of private schools that have innovative and creative teaching systems or similar.

Strategic implementation is the process of realizing the strategies and policies of various programs that have been formulated in order to achieve organizational goals through program development, budget procurement, and procedure development with the meaning of transforming various strategic steps into action. (Adilah dan Suryana 2021). Therefore, in strategic implementation, the effectiveness of the principal's leadership is required in carrying out the various programs that have been formulated. Motivating personnel and improving cooperative relations with internal and external members of the school are activities that must be carried out to improve

understanding and performance of personnel, so that it has an impact on achieving school goals. The implementation of strategic management carried out in vocational schools is based on their respective main tasks. The main tasks of each vocational school are determined by the study program it develops. The implementation of strategic management is based on a master plan for school development which is carried out with various program activities, such as: (1) teaching and learning processes, (2) service units, (3) industrial work practices, (4) regional centers, (5) improving relations cooperation with other institutions, (6) developing resources, and (7) socializing the existence of schools.

The strategic implementation that has been realized in high school education needs to be constantly evaluated and controlled so that the achievement of the set goals can be achieved to the fullest. The aim of high school is to prepare students to be able to compete in the outside world, such as continuing to higher education (university or institution), and thus the teaching and learning process needs to be continuously improved. Starting from the suitability of the curriculum with the needs of stakeholders, the availability of infrastructure, the creation of a pleasant learning atmosphere, improving relations with the business world and the industrial world, administrative management that guarantees quality, increasing school resources, and other supporting things that can create or support the creation of improving the learning process, so that the increase in output (graduates) will increase both in quality and quantity.

## **CONCLUSION**

Strategic management requires two stages, namely strategy formulation and strategy implementation. Strategy formulation includes planning and setting the vision and mission of the organization, making organizational profiles, environmental assessment, namely by identifying the internal strengths and weaknesses of the organization as well as the opportunities and threats external to the

organization, setting long-term and short-term directions and goals (goal setting), analyzing, and determining is strategy. While the implementation of the strategy consists of formulating an operational strategy; drive strategy; motivating and empowering available resources to realize strategic plans; and instituting strategy; carry out strategy evaluation; and strategic oversight in order to encourage the smooth implementation of the activities that have been carried out. The formulation of strategic management is applied to vocational schools implementing strategic management in general, starting with the determination of the vision, mission, goals, objectives and targets of vocational schools. Then by involving all elements or personnel of the UISU Siantar Private High School, not only internal personnel, but also external ones. Meanwhile, decision-making and organizational policies are based on the spirit of deliberation so as to facilitate the control and utilization of various resources owned. The implementation of strategic management in an effort to empower vocational schools is carried out with an orientation toward preparing graduates who are ready to face and enter the job market. Therefore, in carrying out school management, it is carried out by delegating authority to each personnel in accordance with their respective task structures.

## **SUGGESTION**

Based on the discussion above, there is an analysis of internal factors for education that is important to do to find out the strengths and weaknesses in order to be able to develop appropriate work plans and activities and anticipate the worst possibility of occurring in the future work process so that the expected results can be achieved. Excess can be a selling point to work and increase competitiveness. Deficiencies that are known at the beginning become notes for schools to look for solutions, anticipations, and other alternatives to cover and empower them so that they remain potential

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