

Application of Analysis of Strengths, Weaknesses, Opportunities, and Threats in Islamic Education Institutions

Ava Swastika Fahriana

UIN Maulana Malik Ibrahim Malang

avaswastika13gmail.com

Miftachul Huda

Universiti Teknologi Malaysia

halimelhuda@gmail.com

ABSTRACT: SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is carried out by educational institutions to assess the strengths and weaknesses of the institution before setting goals and outlining achievement goals, which is a logical consequence that must be taken by educational institutions to operate smoothly. Strength and weakness tests are internal audits of how effective the institution's performance is. While opportunities and threats concentrate on the external context or environment in which an institution operates. The SWOT analysis aims to find essential aspects of things such as strengths, weaknesses, opportunities, threats. The purpose of this test is to maximize power, minimize weaknesses, reduce risks and build opportunities. Recognizing strengths, weaknesses, opportunities, threats and continuing to reflect is a step towards advancing for Islamic education institutions.□

Analisis SWOT (Strengths, Weaknesses, Opprtunities, and Threats) dilakukan oleh lembaga pendidikan untuk mengkaji kekuatan dan kelemahan pada lembaga tersebut sebelum menentukan tujuan dan menggariskan tindakan pencapaian tujuan, yang merupakan konsekuensi logis yang perlu ditempuh lembaga pendidikan agar supaya lancar di dalam operasionalnya. Uji kekuatan dan kelemahan pada dasarnya merupakan audit internal tentang seberapa efektif performa institusi. Sementara peluang dan ancaman berkonsentrasi pada konteks eksternal atau lingkungan tempat sebuah isntitusi beroperasi. Analisis SWOT bertujuan untuk menemukan aspek-aspek penting dari hal-hal kekuatan, kelemahan, peluang, ancaman. Tujuan pengujian ini adalah

untuk memaksimalkan kekuatan, meminimalkan kelemahan, mereduksi ancaman dan membangun peluang. Mengenali kekuatan, kelemahan, peluang, ancaman dan terus melakukan refleksi adalah sebuah langkah besar untuk menuju kemajuan bagi lembaga pendidikan Islam.

Keywords: *Analysis, Strengths, Weaknesses, Opportunities, and Threats, Education Institutions.*

INTRODUCTION

The change in the industrial society to the information society and from a manufacturing-oriented economy towards service orientation has had a significant impact on the demand for new vocational education programs offered (Dian I.J, 2018: 57). A SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) has become one of the useful tools in the industrial world. However, it is possible to use it as an application for decision-making tools in the introduction of new programs in educational institutions. Although the SWOT analysis is mostly intended for application in business, the idea of using this device in the field of education is not an entirely new thing (M.Subhan, 2018: 155). For example, one management expert stated this approach was to increase interest in the community to enter schools and educational institutions. The management tools that are intended for industrial sectors can often be processed to be applied in the field of education, because of the fundamental similarities in administrative tasks (Afiful Ikhwan, 2017: 1-5).

Vision is a picture of the future we want to achieve. While the mission is a task that must be done, in the theory of science a methodology is put forward, that is if we already know the vision, then we must determine the strategy that includes what programs must be made, as well as what actions should be taken, and so on. Then we know the name SWOT (M. Ma'arif, 2017: 35). We can apply determination through SWOT to educational institutions. Islam has taught how the basic principles that we can use to achieve that clear vision and mission. (Marimin, 2004: 58).¶

Back to the problems that often occur in management matters, there are several influential factors which are at least covered in two external and internal scopes. From these two directions, all the data from the various elements that might be obtained will be made the basis in making a decision that is expected to be able to provide a practical solution to all the problems faced. In the matter of developing organizational resources for example. Because for making a decision that is expected to be able to contribute meaningfully in terms of operations, it becomes a necessity to know all information from all aspects that might influence the dynamics of the organization. So that it is not enough if a decision is based solely on internal data, but external data must also be prioritized to produce a strategic

decision that is comprehensive, effective and efficient towards organizational development. To get accurate information and be accountable for making a decision. So experts in this field offer a concept of SWOT analysis, which is a way to identify various factors systematically to formulate a company's strategy. This concept was first introduced by Albert Humphrey. In connection with the above explanation, in writing this paper, we will examine the problems related to SWOT analysis in education management (Afiful Ikhwan, 2018, 111) ;(Wikipedia, 2013).¶

LITERATURE REVIEW

Understanding SWOT

A SWOT analysis is a most famous and most recent approach in the world of management. The SWOT analysis is also the latest breakthrough strategy in the world of education to solve problems or obstacles in Islamic education institutions. The SWOT analysis is a systematic process of identifying various factors to formulate an organization's strategy. (Freddy Rangkuti, 2006: 19). This analysis is based on a logic that can maximize strengths and opportunities but simultaneously can minimize weaknesses and threats. (Freddy Rangkuti, 2006: 19). The word SWOT is an acronym for strengths, weaknesses, opportunities, and threats (strengths, weaknesses, opportunities, and threats). SWOT analysis has become a standard tool used in strategic education planning, but it remains a useful tool in placing the potential of the institution itself, and environmental review. (Edward Sallis, 2011: 221).¶

The SWOT analysis is an evaluation process of the organization's system in terms of its internal strengths and weaknesses as well as external opportunities and threats. Then from the data obtained from each of the above, it is expected to help managers in formulating and determining the best policies and decisions for the organization. As in the basic SWOT assumption that a critical internal and external reality test should encourage managers to form appropriate strategies to achieve their organizational goals. (Louis E. Boone and David L. Kurts, 2004: 391).¶

Reliability of the SWOT analysis lies in the ability of organizational decision makers (decision makers) to maximize the strength and utilization of opportunities for educational institutions. The hope is bright, namely aiming to minimize weaknesses within the private education institution and reduce the impact of threats that will arise and must be faced. Management experts suggest that if the SWOT analysis is done correctly, then it seems that the effort to choose and determine an effective strategy will produce results as desired. In the SWOT analysis there are four emphasis points, namely:¶

1. Strengths

Strength factors in educational institutions are individual competencies or other advantages that result in the plus or comparative advantage of

the educational institution. This can be seen if an educational institution must have skills or skills that can be channeled to students, the best graduates/reliable results, as well as other advantages that make it superior to competitors and can satisfy stakeholders and customers (students, parents, society, and nation).¹

As an example of the field of excellence, including strength in financial resources, positive image, the superiority of position in society, user loyalty and trust of various stakeholders. While the advantages of educational institutions in the era of educational autonomy include; human resources which are quantitatively large, only need improvement from quality. Also, the enthusiasm for implementing Islamic education is very high, which is supported by adequate educational infrastructure. Another aspect of the superiority of Islamic education institutions is that the needs of the community for transcendental are very high, and that is very likely to be expected from the educational process of Islamic education institutions (Imam Muhayat, 2019: 4; M. Nursikin, 2018: 28; A. Ikhwan, 2019 : 112).²

For an educational institution, it is essential to recognize the underlying strength of the institution as a first step or a milestone towards high quality based education.³

2. Weaknesses

Weakness in an organization is a limitation or lack in terms of resources, skills, and abilities that are a severe barrier to satisfying organizational performance. (Sondang P. Siagian, 1995: 173). These weaknesses can be weaknesses in the facilities and infrastructure, the quality or ability of the teaching staff, the fragility of public trust, the incompatibility between the results of graduates and the needs of the community or business and industry and others (Nurul Abidin, 2018: 128).⁴

Some weakness factors that must be addressed by the managers of Islamic education, among others: (1) weak human resources in Islamic education institutions; (2) facilities and infrastructure which are still limited to compulsory facilities; (3) private Islamic education institutions are generally less able to capture opportunities, so they are only satisfied with the conditions faced today; (4) output of Islamic education institutions have not fully competed with the production of other educational institutions and so on.⁵

3. Opportunities

Opportunities in a pure sense are various environmental situations that are beneficial for an institution. (Sondang P. Siagian, 1995: 173). Such environmental conditions, for example: (1) essential trends that occur among students. (2) identification of an education service that has not received attention. (3) changes in the state of competition. (4) relationships with users or customers and so on.⁶

Opportunities for developing Islamic education institutions include:

- a. In an era where moral crises and honesty crises like this are needed, the dominant role of Islamic religious education is required.
- b. In the lives of urban and modern people who tend to be consumptive and hedonic, they need guidance from the soul, so that religious studies with a sufistic dimension are mushrooming. This is one of the opportunities for the development of Islamic education institutions in the future.
- c. Historically and in reality, the majority of Indonesia's population is Muslim, even the largest Muslim community in the whole world. This is a very strategic opportunity for the importance of the management of the development of Islamic education institutions (Dalmeri Mawardi & Supadi, 2018: 213).

4. Threat Factors (Threats)

Encana is the opposite of an opportunity; threats include environmental factors that are not favorable for an educational institution. (Sondang P. Siagian 1995: 173). If a risk is not addressed, it will become a barrier or a barrier to progress and the role of an educational institution itself. Examples of these threats are decreased interest in new students, lack of public trust in these educational institutions and others.

The four emphasis points in the SWOT analysis above can be described as follows:

Internal Factors STRENGTH (S) Strength Determines several factors which are internal strengths	WEAKNESS (W) Weakness Determines several factors that are internal weaknesses	
	Externa Factors	
OPPORTUNITIES (O) Opportunities Determine several factors that are considered opportunities	Strategi SO Use power to take advantage of opportunities	Strategi WO Minimizing weaknesses to take advantage of opportunities
THREATS Threats Determine several factors that are regarded as threats <td>Strategi ST Use strength to overcome threats</td> <td>Strategi WT Minimizing weaknesses to defeat threats</td>	Strategi ST Use strength to overcome threats	Strategi WT Minimizing weaknesses to defeat threats

Picture 1. Matrik Analisis SWOT

The existence of a SWOT Analysis is something that must be present in every activity, not only in the management structure. Allah stressed in the Qur'an Q.S. al-Easy: 18

يَتَأْتِيهِمُ الَّذِينَ ءَامَنُوا اتَّقُوا اللَّهَ وَلْتَنْظُرْ نَفْسٌ مَّا قَدَّمَتْ لِغَدٍ وَاتَّقُوا اللَّهَ إِنَّ
اللَّهَ خَبِيرٌ بِمَا تَعْمَلُونَ ﴿٢٦﴾

O ye who believe, fear Allah, and let everyone pay attention to what he has done for tomorrow (hereafter); and fear Allah, verily Allah knows what you do.[]

Interpretation:

According to 'Ali al-Shabuni is interpreting the lafadz" was al-tandzur nafsun maa qaddamat light "is that each should pay attention to what good deeds are done to face the Day of Judgment. (Muhammad Ali al-Shabuni, tt: 355)[]

In Al-Maraghi's interpretation of the explanation of lafadz, "Ma Saddam is what has been done," Ghat "which is the Day of Judgment, called ghat (tomorrow day) because of its proximity, because everything that will come (happens) is near as it really is tomorrow the one waiting is near. Thermal understanding is that believers remain devoted and work in a world that is beneficial in the hereafter so that they get a great reward and eternal pleasure. (Ahmad Mustafa Al-Maraghi, 1989: 86-87). This verse gives a message to believers to think about the future. In the world of management, future thinking as outlined in a clear and systematic concept is called planning or planning. (Mujamil Qomar, 2007: 30).[]

The SWOT analysis recognizes principles that need to be a guide in planning both in the design process and in the implementation process to be efficient, efficient and flexible. The verses of the Qur'an which can be used as references are Surat Al-Isra, verses 26-27 (about efficiency).

Meaning: *And give close families to their rights, to the poor and those who are on the journey and do not waste (your wealth) wastefully. Indeed, the waste-takers are brothers of the shaitan, and the shaitan is very disbelieving to his Lord.*[]

Interpretation:

In the description of Al-Qurthubi, the Word of God means that it is not wasteful to spend property on an improper path. As-Syafi'I RA said, "Tabdzir" is to issue capital for things that are not his rights, but there is no Tabdzir in terms of goodness, this is also a prevailing opinion.[]

(brethren) are those wasteful spenders who are just as legal as shetan, because spenders try to make destruction as the shaytan.)εζ |θυ≡β Lafazh (Shaykh Imam Al-Qurthubi, 2008: 615). According to Dr. Wayan Sidarta; "Effective work is work that produces results as initially planned, while efficient work is work that issues costs by the original plan or lower, what is meant by values is money, time, energy, people, materials, media, and facilities. (Made Sidarta: 1999: 4)[]

Objectives and Benefits of SWOT Analysis

The purpose of this test is to maximize strength, minimize weaknesses, reduce threats and build opportunities. (Edward Sallis, 2009: 221-222). Also, according to Sharplin in Sagala (Syaiful Sagala, 2007: 140) included a SWOT analysis to see strengths and weaknesses in schools while monitoring the opportunities and challenges faced by schools. The SWOT analysis is one stage in strategic management which is an environmental analysis approach. The process of assessing strengths, weaknesses, opportunities, and obstacles generally refers to the business world as a SWOT analysis. The SWOT analysis provides organizational decision makers who can prepare the basis and considerations in decision making and action. If the decision is implemented effectively, it will enable the school to achieve its objectives.[]

While the benefits of the SWOT analysis in which there is a process of analyzing internal and external factors include:

1. Can know the specific opportunities that exist within the organization.
2. To increase or warn the organization of factors or elements in the organizational environment that might endanger the organization in the future. (Akdon, 2009: 117).

With this "early warning system," organizations can be more proactive and effective in taking steps to change the trends of the internal and external environment or reduce the negative impact on the organization.[]

The role of SWOT as part of the risk analysis[]

If the strength factor is more dominant (dominant) than the weakness factor, then an internal aspect is considered healthy. Conversely, if the strength factor is smaller the effect of the weakness factor, then an inner element is deemed to be weak. If the strength factor is relatively balanced with the weakness factor, then this aspect is considered attractive. Conversely, if the opportunity factor is smaller than the threat factor, then an external element is not considered attractive. If the opportunity factor is relatively balanced, the effect is compared to the threat factor; then an outer aspect is deemed to be moderate.[]

However, SWOT analysis has limitations. The limitations of the SWOT analysis include the following:

1. Strength is not always an advantage
2. The SWOT analysis of the external environment is too narrow[]
3. SWOT provides analysis on static and non-dynamic conditions
4. SWOT always emphasizes a one-dimensional strategy. (Mudrajad Kuncoro, 2005: 53)

Also, in producing corporate strategic decisions, SWOT analysis is indeed a relevant step and has contributed significantly to the development of corporate organization institutions throughout its history. However, it is also necessary to understand that this analysis

system also has limitations in its operational functions. This is due to things that might not be reachable or caused by things that occur within the object of analysis that cannot be controlled and predicted. The things that are the weaknesses of the SWOT analysis include:

1. The SWOT analysis can overemphasize internal strength and underestimate external threats.
2. The SWOT analysis can emphasize one strength or element of strategy.
3. Power does not always become a competitive power. (John A. Pearce II and Ricard B. Robinson Jr, 2007: 206-207).

Internal and External Factors in the SWOT Perspective

As the four-point emphasis matrix that has been delivered before, there are terms of internal factors and external factors in SWOT analysis. Both of these factors are environments that need to be considered and analyzed by strategic planners. Internal factors in the SWOT analysis include strengths and weaknesses (Weaknesses). While external factors include opportunities (Opportunities) and threats (Threats). (Akdon, 2009: 111-112).

Conclusion analysis of internal and external factors in the SWOT analysis is obtained or generated from internal and external environmental analysis. The study of the internal and external environment is critical because the situation is one of the most essential factors to support the success of the institution in competition. As stated by Agustinus Sri Wayudi in his book Strategic Management (Agustinus Sri Wahyudi, 1996: 47) that tens of failures in the military and business are due to failure to correctly understand and identify the environment in which they fight.

Factors that make environmental analysis an essential analysis in SWOT analysis and must always be carried out by strategy planners include:

1. That the organization / institution does not stand alone but interacts with parts of its environment and the environment itself always changes at any time. In some cases, an organization or institution will be destroyed because of the inability to analyze and adapt to changing environmental conditions.
2. Very sophisticated and complex environmental influences can affect the performance of many different parts of an organization. (Augustinus Sri Wahyudi, 1996: 47).

Analysis of the environment is based on information that is heard and written, by carrying out intelligence activities, applying formal equipment ideas, and organizing management information systems. (Fitri Lukiastuti and Muliawan Hamdani, 2011: 37). Environmental diagnosis requires that strategic planners decide which information is reliable and must be ignored, and assess the level of urgency of each report.

The analysis of the internal environment looks at the strengths and weaknesses in the internal environment of the organization itself which can be managed by management including:

1. Organizational structure including the composition and placement of personnel
2. Regulatory systems in achieving organizational effectiveness including the effectiveness of internal communication
3. Human resources (HR), natural resources (SDA), teenage aterampil (skill) in the level of resource empowerment, including the composition and quality of human resources
4. Operational costs and sources of funds
5. Other factors that describe support for existing organizational performance / mission processes, as well as those that can potentially emerge in the organization's internal environment such as the technology that has been used to date. (Akdon, 2009: 112-113).

The external environmental analysis looks at the opportunities and challenges that exist in the organization's external environment (which cannot be managed by management) including various factors that can be grouped as follows:

1. Task Environment, directly interacts and influences organizations such as clients, consumers, stakeholders, and customers.
2. The Societal Environment, in general, consists of several essential elements such as economics, technology, social culture, politics, law, environment, ecology, geography.

Also, the external environment has the following characteristics, among others: 1) the external environment has no boundaries; 2) the external environment only gives a weak signal to management. (Sowarsono Muhammad, 2004: 24).

The results of these two analyzes can be obtained a comprehensive picture of the situation of the organization from various aspects, both internal and external and linked to the vision, mission, and values, then rating the conclusions of the analysis both internally and externally and developed in the direction of strategic planning (strategic plan).) right.

SWOT Analysis Model

SWOT activities can be strengthened with the assurance that the analysis focuses on customer needs and the competitive context in which the institution operates. These are two critical variables in building or developing an institution's long-term strategy. This strategy must be designed with various methods that can enable institutions to be able to defend themselves in the face of competition and be able to maximize their attractiveness for customers. If the test is combined with an analysis of mission and value, then an institutional identity will be found that is different from its competitors. (Edward Sallis, 2011: 222).

There are two SWOT analysis models commonly used in conducting situation analysis, namely:

1. **Qualitative**

The qualitative SWOT matrix approach as developed by Kearns features eight boxes, namely the top two are boxes of external factors (opportunities and challenges) while the two boxes on the left are internal factors (strength and weakness). The other four boxes are boxes of strategic issues that arise as a result of the meeting point between internal and external factors.

Factor Internal	External factors	OPPORTUNITY	THREATS
STRENGTH		<i>Comparative Advantage</i>	<i>Mobilization</i>
WEAKNESS		<i>Divestment/Investment</i>	<i>Damage Control</i>

Picture 2. *Matrik SWOT Kearns*

Information:

Sel A: *Comparative Advantages*

This cell is a meeting of two elements of strength and opportunity that gives the possibility for an organization to grow faster.

Sel B: *Mobilization*

This cell is an interaction between threat and strength. Here efforts must be made to mobilize resources which are the strength of the organization to soften the risk from outside, even then turning the threat into an opportunity.

Sel C: *Divestment/Investment*

This cell is an interaction between organizational weaknesses and external opportunities. This situation provides a choice in cases that are blurred. The chances available are very convincing but cannot be exploited because the available strength is not enough to work on them. The choice of decisions taken is (removing the opportunities available for other organizations to use) or forcing them to work on opportunities (investment).

Sel D: *Damage Control*

This cell is the weakest condition of all cells because it is a meeting between the weaknesses of the organization and external threats, and therefore wrong decisions will bring a great disaster to the organization. The strategy that must be taken is Damage Control (controlling losses) so that it does not become more severe than expected.

2. **Quantitative**

The qualitative SWOT data above can be developed quantitatively through the calculation of the SWOT Analysis developed by Pearce and

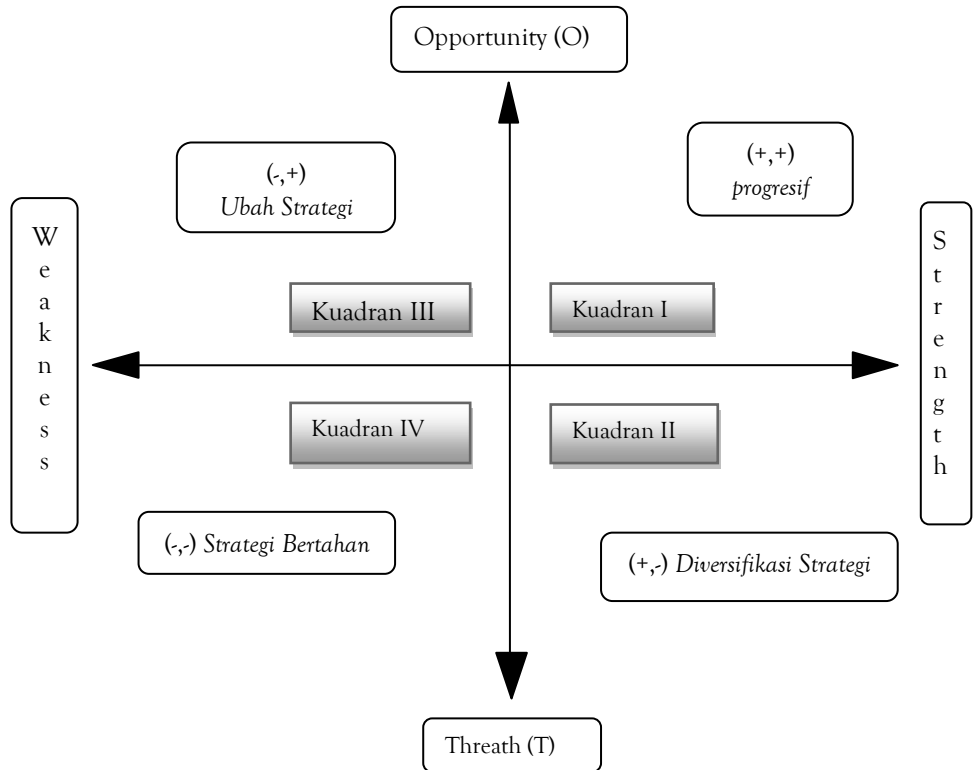
Robinson (1998) so that the actual organizational position is known. The forecast is done through three stages, namely:

- a. Calculate scores (a) and weights (b) point factors as well as the total number of multiplication scores and weights ($c = ax b$) in each factor S-W-O-T; Calculating the score (a) each factor point is carried out mutually independent (the assessment of a factor point must not be influenced or affects the evaluation of other factors points. The choice of scale score greatly determines the accuracy of the review but commonly used is from 1 to 10, with the assumption that value 1 means the lowest score and ten means the highest score. Weight calculation (b) each factor point is carried out in an interdependent manner. That is, the assessment of one-factor location is to compare the level of importance with other factors. The calculation is the value that has been obtained (the range of values is equal to the number of factor points) divided by the name of several factors).
- b. Do a reduction between the total number of factors S with W (d) and factor O with T (e); The acquisition of names ($d = x$) then becomes a value or point on the X-axis, while the addition of numbers ($e = y$) then becomes a value or location on the Y-axis;
- c. Look for the organizational position indicated by point (x, y) in the SWOT quadrant.

Table 1. Matrik SWOT Pearce dan Robinson

No	STRENGTH	SKOR	BOBOT	TOTAL
1				
2	Dst			
	Total Kekuatan			
No	WEAKNESS	SKOR	BOBOT	TOTAL
1				
2	Dst			
	Total Kelemahan			
Selisih Total Kekuatan – Total Kelemahan = S – W = x				

No	OPPORTUNITY	SKOR	BOBOT	TOTAL
1				
2	Dst			
	Total Peluang			
No	TREATH	SKOR	BOBOT	TOTAL
1				
2	Dst			
	Total Tantangan			
Selisih Total Peluang – Total Tantangan = O – T = y				



Information:

Quadrant I (positive, positive)

This position signifies a strong and opportunity organization. The recommended strategy is Progressive, meaning that the organization is in a prime and steady condition, so it is possible to continue to expand, increase growth and achieve maximum progress.

Quadrant II (positive, negative)

This position signifies a strong organization but faces significant challenges. The recommendation of the strategy given is Strategy Diversification, meaning that the organization is in a steady state but faces several severe challenges, so it is estimated that the wheels of the organization will find it difficult to continue to spin if only relying on the previous strategy. Therefore, organizations are advised to immediately multiply their various tactical approach.

Quadrant III (negative, positive)

This position signifies a weak organization that is very likely. The recommended strategy is Change Strategy, meaning that the organization is advised to change its previous policy. Because the old plan is feared to challenge to be able to capture the opportunities that exist while improving the performance of the organization.

Quadrant IV (negative, negative)

This position signifies a weak organization and faces significant challenges. The recommended strategy is Defensive Strategy, meaning that the internal condition of the organization is at a dilemma.

Therefore organizations are advised to use defense strategies, control internal performance, so they don't get mired. This strategy is maintained while continuing to work to improve.¶

Every point (statement variable) SWOT must have a complete understanding and do not allow duplication or contradiction with other locations. At each scoring and weighting stage, all SWOT variable points are attempted to be born from one assessment together with verbal brainstorming objectivity.¶

In addition to the two models above, there are several ways that are developed to help strategic planners or managers make strategic choices. Models that can be used are as follows:¶

- a. Strength, weakness, opportunity, and threat matrix (Strength, weakness, opportunity, and tread matrix)¶
- b. The Matrix of the Boston Consulting Group (Boston Consulting Matrix)
- c. General Electrical Matrix (General Electric Matrix)
- d. Internal-External Matrix (Internal-External Matrix) One of the models or analytical tools used to compile a description of organizational strategy factors as described above is the SWOT Matrix. This matrix is considered capable of expressing clearly how the opportunities and external threats faced by the organization must be adjusted to the strengths and weaknesses it has. This matrix can produce four possible strategic alternatives. (Fitri Lukiausti and Muliawan Hamdani, 2011: 74)¶

CONCLUSION

Based on the explanation in the previous chapter, it can be concluded as follows: The word SWOT is an acronym of strengths, weaknesses, opportunities, and threats (strengths, weaknesses, opportunities and threats). The SWOT analysis is a systematic process of identifying various factors to formulate an organization's strategy. The purpose of this test is to maximize strength, minimize weaknesses, reduce threats and build opportunities.¶

The SWOT analysis is indeed a relevant step and has contributed significantly to the development of corporate organization institutions throughout its history. However, it is also necessary to understand that this analysis system also has limitations in its operational functions. Internal factors in the SWOT analysis include strengths and weaknesses (Weaknesses). While external factors include opportunities (Opportunities) and threats (Threats). There are two SWOT analysis models commonly used in analyzing situations, namely: Qualitative, pioneered by Learning and Quantitative, pioneered by Pearce and Robinson.¶

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