

Strategic Management in Developing Globally Competitive Islamic Educational Institutions

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Abstract. *This study explores the strategic management approach in developing globally competitive Islamic educational institutions. The research aims to analyze how effective strategic planning, implementation, and evaluation can enhance the quality, sustainability, and competitiveness of Islamic education in the global era. Using a literature review method covering studies published between 2010 and 2023, the analysis focuses on leadership, curriculum innovation, human resource development, technological integration, and global collaboration. The results reveal that applying strategic management principles enables Islamic educational institutions to balance modern educational demands with Islamic values, fostering institutions that are adaptive, innovative, and competitive. Leadership with a global vision, technology-based learning strategies, and collaboration with international partners are identified as key success factors. Furthermore, the integration of Islamic ethics in management practices strengthens institutional identity while promoting global engagement. In conclusion, strategic management is not only essential for improving institutional performance but also for ensuring the holistic development of Islamic education that upholds faith-based values in the global context.*

Keywords: *strategic management, Islamic education, global competitiveness, institutional development, innovation*

1. INTRODUCTION

Islamic education in Indonesia faces major challenges in the era of globalization, which demands that educational institutions be able to compete at the international level. These challenges are not only related to improving academic quality but also to the institutions' ability to manage educational systems effectively and sustainably. Strategic management serves as an essential approach to addressing these challenges, as it helps Islamic educational institutions establish visions, missions, and development directions aligned with the needs of the times (Iqbal & Sesmiarni, 2022).

Developing adaptive and contextual curricula has become one of the main focuses of strategic management in Islamic education. A curriculum that responds to the advancement of science and technology can shape globally competitive students while maintaining Islamic values. Research indicates that the implementation of well-planned curriculum management strengthens learning effectiveness and enhances the overall quality of Islamic educational institutions (Khowim, 2023).

In addition, human resources (HR) are a key determinant of success in implementing strategic management. Competent, professional educators and education personnel who can adapt to technological changes play a decisive role in institutional progress. Enhancing teacher capacity through continuous training and competency development is a vital strategy in building excellent and globally competitive Islamic education (Ibnu Sholeh et al., 2022).

Globalization presents both opportunities and threats to Islamic educational institutions. Opportunities such as access to global knowledge and international collaboration can be leveraged to improve educational quality, while threats include the infiltration of cultures and values that conflict with Islamic principles. Therefore, Islamic educational institutions need to apply SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to determine development strategies suited to their characteristics and institutional needs (Husin, Maisah, Hakim, & Asrulla, 2023).

Educational technology innovation also plays a crucial role in supporting the strategic management of Islamic institutions. Digitalized learning and the use of online platforms have proven to increase educational effectiveness and reach, especially in the Industrial Revolution 4.0 era. Integrating technology with Islamic values allows educational institutions to strengthen their appeal while improving operational efficiency (Khowim, 2023).

Another influencing factor is external collaboration with stakeholders such as communities, parents, and the government. Such cooperation enhances the legitimacy of Islamic educational institutions and broadens their resources for developing strategic programs. Furthermore, public support can increase institutional trust and expand educational partnership networks (Abu Bakar, Hasibuan, & Hasri, 2023).

Considering these various aspects, it is essential for Islamic educational institutions to implement strategic management comprehensively—from planning to execution and evaluation. This approach is expected to enhance the global competitiveness of Islamic education institutions while maintaining their Islamic identity. This study aims to explore how these strategies can be effectively implemented to establish Islamic educational institutions that are excellent, innovative, and sustainable in a globally competitive environment.

2. METHODE

This study employs a literature review method with a qualitative descriptive approach to analyze strategic management in the development of Islamic educational institutions with global competitiveness. Data sources were obtained from various scholarly literatures, including national and international journals, academic books, and relevant research reports

published between 2010 and 2023. The data collection process was carried out through a systematic search using databases such as Google Scholar, DOAJ, ResearchGate, and Garuda, with keywords including *strategic management*, *Islamic education*, *institutional development*, and *global competitiveness*. The inclusion criteria consisted of publications discussing the implementation of strategic management in Islamic educational institutions and those relevant to the context of globalization, while exclusion criteria eliminated literature that lacked conceptual relevance to the research focus. The collected data were analyzed using content analysis techniques by identifying key themes related to strategic planning, leadership, educational innovation, and strengthening the competitiveness of Islamic institutions in the global era. The analysis results are presented narratively to illustrate patterns, trends, and challenges faced by Islamic educational institutions in implementing modern management strategies to achieve sustainable global competitiveness.

3. RESULT AND DISCUSSION

Table 1. literatur review

Author	Research Focus	Key Findings
Al-Qahtani, A. (2010)	Examined strategic leadership in Islamic universities in Saudi Arabia.	Found that strategic leadership and visionary planning significantly affect institutional quality and international reputation.
Ahmad, M. (2011)	Analyzed the role of Islamic values in educational management.	Integration of Islamic principles with modern strategic management increases institutional integrity and competitiveness.
Rahim, A., & Yusof, N. (2013)	Investigated strategic planning practices in Malaysian Islamic schools.	Schools with clear strategic planning achieved higher accreditation and academic performance.
Yusuf, I. (2015)	Studied institutional development strategies in pesantren (Islamic boarding schools) in Indonesia.	Institutional modernization and resource management were key factors for sustainability and global relevance.
Al-Farabi, H., & Naser, K. (2016)	Explored quality assurance systems in Islamic higher education.	Strategic quality management supports continuous improvement and enhances international credibility.
Abdullah, R., & Hashim, H. (2017)	Assessed human resource strategic management in Islamic universities.	Staff development and leadership training programs contribute significantly to institutional competitiveness.

Wahyudi, M., & Zainuddin, A. (2018)	Examined the implementation of strategic management in Islamic universities in Indonesia.	Found that adaptive management and technology integration strengthen global competitiveness.
Karim, N., & Rahman, F. (2020)	Analyzed innovation and strategic transformation in Islamic education.	Digital transformation and international partnerships enhance institutional visibility and ranking.
Sulaiman, T., & Noor, H. (2021)	Explored the link between strategic governance and sustainability in Islamic institutions.	Effective governance and stakeholder involvement improve institutional resilience and competitiveness.
Fadhil, M., & Setiawan, D. (2023)	Reviewed strategic management models for Islamic education in the global era.	Proposed a hybrid model combining Sharia-based ethics and global strategic frameworks to achieve sustainable competitiveness.

Table 1 presents a literature review of various studies conducted between 2010 and 2023 that discuss the application of strategic management in developing globally competitive Islamic educational institutions. Each study in the table focuses on different aspects of strategic management, such as leadership, planning, human resource management, quality assurance, innovation, and institutional governance.

The study by Al-Qahtani (2010) highlights the importance of *strategic leadership* in enhancing the international reputation of Islamic universities, while Ahmad (2011) emphasizes that the incorporation of Islamic values into strategic management can strengthen institutional integrity. Rahim and Yusof (2013) found that Islamic schools in Malaysia with well-defined strategic planning achieved higher accreditation status and better academic performance. Furthermore, Yusuf (2015) underscores the importance of modernizing *pesantren* (Islamic boarding schools) and resource management to achieve global relevance. Al-Farabi and Naser (2016) point out that strategic quality assurance systems play a vital role in the continuous improvement of Islamic educational institutions. Abdullah and Hashim (2017) revealed that effective human resource management and leadership training make a significant contribution to institutional competitiveness. The research of Wahyudi and Zainuddin (2018) demonstrates that adaptive management and technological integration strengthen the global standing of Islamic universities in Indonesia. Karim and Rahman (2020) add that digital innovation

and international collaboration are key determinants in the strategic transformation of Islamic educational institutions.

Moreover, Sulaiman and Noor (2021) emphasize the importance of strategic governance and stakeholder participation in ensuring institutional sustainability. Finally, Fadhil and Setiawan (2023) propose a hybrid strategic management model that combines *sharia*-based ethics with global strategic frameworks to create sustainable competitive advantages.

Strategic management plays a crucial role in strengthening the global competitiveness and institutional quality of Islamic educational institutions. This approach enables institutions to define strategic directions aligned with contemporary needs while maintaining Islamic values (Iqbal & Sesmiarni, 2022). Research indicates that strategic management integrated with Islamic principles enhances institutional adaptability to globalization and modern technology (Husin et al., 2023). Strategic management assists Islamic educational institutions in identifying global opportunities and threats while optimizing internal strengths through long-term planning (Khowim, 2023). A study conducted at MTs Sadamiyah Jepara demonstrated that strategic management practices aligned with 21st-century learning frameworks improve both digital competence and student character (Sari & Rohmadi, 2021). With appropriate strategies, Islamic institutions can cultivate graduates who are globally literate yet grounded in Islamic ethics.

Educational quality is also greatly influenced by the application of total quality management within Islamic institutions. According to Rasyid and Nurdin (2021), effective internal quality control systems enhance management efficiency and stakeholder satisfaction. Similarly, Rahmawati (2022) found that periodic implementation of quality assurance mechanisms reinforces public trust and institutional credibility in Islamic education. Islamic values serve as the moral foundation of every strategic management process. Latifah and Sholeh (2020) emphasize that principles such as *istiqamah*, *maslahah*, and *amanah* form the ethical framework guiding the formulation of institutional visions, missions, and strategies. By anchoring management in these values, institutions can avoid excessive commercialization of education and maintain their spiritual integrity.

Visionary leadership is a key determinant of successful strategic management implementation (Ibnu Sholeh et al., 2022). Maulana (2021) observed that leaders—such as *kyai* or school principals with a global vision are capable of mobilizing institutional resources toward strategic goals. Collaborative leadership styles also strengthen teacher and staff participation in institutional decision-making, fostering a sense of shared responsibility.

Educational technology has become a critical driver in supporting strategic management. The adoption of digital learning, academic information systems, and online platforms improves operational efficiency and expands institutional reach (Rahmadani & Aziz, 2020). Khowim (2023) further argues that integrating technology with Islamic ethics creates a learning model that is modern, efficient, and morally grounded. Beyond internal factors, external collaboration plays an essential role in enhancing the competitiveness of Islamic education. Partnerships with communities, governments, and international institutions facilitate resource exchange and foster educational innovation (Abu Bakar et al., 2023). Nuraini and Latif (2022) assert that inter-institutional collaboration broadens educational networks and strengthens global positioning.

Continuous evaluation is a core pillar of the strategic management cycle. Without consistent assessment mechanisms, institutions risk losing their developmental direction (Yusri, 2019). A study at Al-Husna Islamic Elementary School in Ciledug found that monitoring based on strategic performance indicators enhances accountability and institutional performance (Rahmawati, 2022). Nevertheless, many Islamic educational institutions still face challenges, particularly regarding limited technological competence among human resources and inadequate facilities (Martono, 2021). Strengthening teacher capacity through training and improving infrastructure are key strategies for optimizing management effectiveness (Suharto & Nizar, 2020).

Overall, the findings indicate that a comprehensive application of strategic management covering planning, implementation, and evaluation—significantly enhances the quality and global competitiveness of Islamic educational institutions. The combination of visionary leadership, Islamic values, technological innovation, and external collaboration forms the foundation for developing strong, innovative, and sustainable Islamic education in the global era (Iqbal & Sesmiarni, 2022; Husin et al., 2023).

4. CONCLUSION

Strategic management plays a crucial role in developing globally competitive Islamic educational institutions. Through well-structured processes of planning, organizing, implementation, and evaluation, Islamic educational institutions can effectively adapt to global dynamics without losing their Islamic values as foundational principles. The implementation of strategic management enhances institutional quality, resource efficiency, and competitiveness at both national and international levels. Moreover, the integration of modern management principles with Islamic values is key to creating institutions that excel academically and morally. Visionary and innovative leadership is essential to address the challenges of globalization, digital transformation, and the increasingly complex demands of society.

Therefore, the development of globally competitive Islamic educational institutions must be carried out through a holistic and sustainable strategic management approach. This includes strengthening human resources, innovating curricula, expanding international cooperation, and optimizing educational technology. When implemented consistently, these strategies will enable Islamic educational institutions not only to compete globally but also to contribute to shaping a world civilization that is ethical, knowledgeable, and just.

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