

Implementation of Strategic Management in the Tahfidz Program at Madrasa

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Abstract:

The study aims to determine and analyse the implementation of strategic management in the tahfidz program at MTs N 2 Bandar Lampung. The type of research used is descriptive qualitative. The data collection methods used were interview, observation, and documentation. The collected data were analysed through data reduction procedures, data presentation and conclusion drawing. Data validity test was conducted by triangulation. The results of the study found that: 1) The formulation of the strategy for developing the Qur'an tahfihz program, namely the vision of realising religious people and the mission of developing the potential of students according to their interests and talents and increasing the competence of students through intensive coaching both academic and non-academic. The goal is to produce students who have the character of memorising the Qur'an, facilitate students in learning to memorise the Qur'an and equip students with the knowledge of Tahfidz Al-Qur'an as capital for further schooling. The strengths are the teaching staff or mentors, quite a lot of enthusiasts, full support from the madrasa head. The weaknesses are the ups and downs of student enthusiasm and motivation, the absence of dormitories. The opportunities are support from parents, career paths for students for further schooling, and a better image of the institution. 2) Implementation of the development strategy of the fullday Al-Qur'an tahfidz class program, namely the fullday Al-Qur'an tahfidz class program that has been formulated and implemented including the targets to be achieved. Routine activities on Monday-Thursday at 14.00-16.00. Memorisation and muroja'ah, sima'an, memorisation test, certificate collection and tabarukan. The fullday Qur'an Tahfidz class is headed by Aisyah. There is no difference between the culture or habits carried out by regular students and Tahfidz Al-Qur'an students. the leadership style in the Tahfidz Al-Qur'an program is an analytical leader. 3) Evaluation of the development strategy of the Tahfidz Al-Qur'an program is a review carried out directly and also periodically, namely meetings every 2 months. Tahfidz with the most enthusiasts at MTs N 2 Bandar Lampung.

Keywords: Implementation; Leadership; Madrasas; Strategy Management; Tahfidz Program; Women

Introduction

Tahfidz programs, as an integral part of Islamic education, play a vital role in maintaining religious heritage (Rohaeti et al., 2021; Sholihah & Zaenurrosyid, 2020). Madrasa Tsanawiyah (MTs) is an educational institution that plays a crucial role in spreading and maintaining the memorisation of the Qur'an (Purwanto & Basit, 2021; Wibowo et al., 2023). The implementation of strategic management in the Tahfidz program is a key element in strengthening the efficiency, effectiveness and sustainability of this program in MTs (Mohammed Noor et al., 2024; Sholihah & Zaenurrosyid, 2020).

Islamic education, especially in studying the Qur'an, has an irreplaceable role in the development of individual Muslim spirituality (Daoud & Aldoseri, 2020; Mouftah, 2019). Madrasas are present as institutions that combine religious education with secular curriculum (Ihsan et al., 2024; Jazeel, 2020). In it, the Tahfidz Al-Qur'an program becomes one of the vital components in shaping character and strengthening students' spiritual connection with the Qur'an (Kamil et al., n.d.; Krisnandari et al., 2022).

However, while the importance of Tahfidz programs is recognised, the challenges of managing, developing and sustaining programs remain a key focus (Arribath & Suradika, 2021; Sholihah & Zaenurrosyid, 2020). In this context, the use of strategic management becomes very important (Bogers et al., 2019; Fuertes et al., 2020; Teece, 2019). Adapting strategic management principles in the management of Tahfidz programs in madrasas is expected to increase effectiveness, optimise the use of resources, and improve program outcomes (Muslim & Syafii, 2022).

In fact, limited resources, changing student needs, and challenges in maintaining consistency and motivation in the Tahfidz program are some of the aspects that need to be considered in daily management (Zainuddin, 2024). Therefore, this study aims to explore and analyse how the implementation of strategic management can help madrasas in improving the quality, efficiency and sustainability of the Tahfidz program. This research has a very relevant and significant purpose in an effort to strengthen religious education and the development of a generation of Muslims who are noble and deep in understanding the Qur'an.

The research has great urgency for several important reasons. Tahfidz is an important part of Islamic religious education (Huda et al., 2022; Saputra et al., 2023). Understanding how management strategies are applied in tahfidz programs helps ensure the effectiveness of the approaches used in teaching and motivating students to memorise the Quran (Nuraeni & Prihatin, 2021; Rohaeti et al., 2021). This research can help identify the best approaches in managing time, curriculum, teaching and supervision to improve tahfidz outcomes. It helps teachers and school staff to improve learning efficiency and effectiveness.

Through this research, it is possible to develop better strategies in motivating students, overcoming obstacles in the learning process of memorising the Quran, and adjusting teaching methods to the individual needs of students. The results of this study can provide valuable insights for other educational institutions in developing effective tahfidz programs, even outside the scope of madrasa. In a context that is constantly changing with technology and global demands, this study can help integrate new strategies such as the use of technology or innovative approaches in teaching tahfidz.

This research helps to ensure that tahfidz programs in madrasa remain relevant and responsive to the demands of the times and the needs of today's students. By understanding effective management strategies in tahfidz programs in madrasa, we can optimise the teaching and learning of the Quran for students and ensure the sustainability of quality religious education. Novelty in research is emerging from various aspects, whether from the method, context, focus, or implications of the research results. Highlighting these will shed light on the contribution of the research to academic literature and educational practice.

Methods

The type of research used is descriptive qualitative. The focus of this research is how is the implementation of strategic management in the tahfidz program at MTS N 2 Bandar Lampung? With sub-focus, namely: how the strategy formulation, implementation, and evaluation of the Qur'an Tahfidz program strategy at MTS N 2 Bandar Lampung. The data collection methods used were interviews, observation and documentation. The collected data were analysed through data reduction procedures, data presentation and conclusion drawing. The data validity test was carried out by triangulating.

Results and Discussion

Based on the explanation of several indicators above regarding the formulation of strategies for developing the Qur'an Tahfidz class program at MTs Negeri 2 Bandar Lampung in the 2022/2023 academic year from the results of interviews, observations and documentation, it can be temporarily concluded that: the Qur'an Tahfidz class program has been planned since 2017 and is still being implemented and continues to be developed until now. The vision of the realisation of religious people and the mission of developing the potential of students according to their interests and talents and increasing student competence through intensive coaching both academic and non-academic. the formation of the Tahfidz Qur'an class program with the aim of producing students with the character of memorising the Qur'an, facilitating students in learning to memorise the Qur'an and equipping Tahfidz Qur'an students as capital for further schooling. SWOT analysis from the draft SWOT analysis of the madrasa section of the assessment standards that the madrasa has a self-development program, namely the Qur'an Tahfidz class program. the strength of the Qur'an Tahfidz class program is the educators or mentors, in terms of students there are quite a lot of enthusiasts, in terms of institutions full support from the madrasa head. The weakness in terms of students is the decline in enthusiasm and motivation of students, in terms of the institution there is no dormitory to maximise the Tahfidz Qur'an class program. Support from parents is an opportunity for the Qur'an Tahfidz class program to achieve its targets, career paths for students for further schooling and the image of the institution increases. And finally, researchers did not find a threat that was fatal which resulted in the Tahfidz class program not running. From the findings above, it is in accordance with the theory described by Kabul Supriyoo as follows: Strategic formulation is often seen as a strategic or long-term plan in the process of formulating the mission, vision, goals, strategies, and policies achieved in strategic formulation, strategic factors, or the current situation. Strategic formulation is the basis of strategic management formulated with the environment under study. Some indicators of strategic formulation are the strategic management process, vision, mission goals and objectives, SWOT analysis, and strategic control. 71 From the findings and the theory above, it can be concluded that the formulation of the strategy for developing the Qur'an Tahfidz class program at MTs Negeri 2 Bandar Lampung in the 2022/2023 school year strengthens the theory of Kabul Supriyono where the vision is the realisation of religious people and the mission is to develop the potential of students according to their interests and talents and to improve student competence through intensive coaching both academic and non-academic. the aim is to produce students with the character of memorising the Qur'an, facilitate students in learning to memorise the Qur'an and equip students with Tahfidz Al Qur'an as capital for further schooling. The SWOT analysis of the madrasa in the assessment standards section shows that the madrasa has a self-development program, namely the Tahfidz Qur'an class program. The strengths are the educators or mentors, quite a lot of enthusiasts, full support from the madrasa head. The weaknesses are the ups and downs of student enthusiasm and motivation, the absence of dormitories. Opportunities Support from parents, career paths for students for further schooling and an improved image of the institution. And finally, the researcher did not find a threat that was fatal which resulted in the Tahfidz class program not running.

Based on the explanation of several indicators above regarding the implementation of the development strategy of the Qur'an Tahfidz program at MTs Negeri 2 Bandar Lampung in the 2022/2023 academic year

from the results of interviews, observations and documentation, it can be temporarily concluded that: learning activities for the Qur'an Tahfidz class are carried out every Monday-Thursday at 14.00- 16.00 WIB. By using various learning methods according to each supervisor. Some of the activities carried out in the Qur'an Tahfidz Class program at MTs Negeri 2 Bandar Lampung include: Memorisation and muroja'ah, sima'an, memorisation test, certificate collection and tabarukan. The class organisation structure is within the curriculum team headed by Aisyah who also coordinates other classes including Tahfidz Qur'an, Mathematics, Language, Science and others. There is no difference between the culture or habits carried out by regular students and Tahfidz Qur'an Class students either from the lessons received, the uniforms worn. The head of the madrasa and the head of Tahfidz Qur'an who fully markets or gives freedom to each supervisor to manage the Tahfidz Qur'an group with a predetermined target, this can be interpreted that the leadership style of the Tahfidz Qur'an class program is an analytical leader. From the findings above in accordance with the every research, strategy implementation is the action of the strategy formulation that has been determined (Fuertes et al., 2020; George et al., 2019; Mamman et al., 2019; Simons, 2019). The implementation of the strategy aims to ensure that the strategic formulations that have been made can be implemented properly in order to actually achieve the goals or directions that have been determined. From the findings and theories above, it can be concluded that the implementation of the strategy for developing the Qur'an Tahfidz class program at MTs Negeri 2 Bandar Lampung, the formulated Qur'an Tahfidz class program is carried out as determined or formulated, including the targets to be achieved, namely routine activities on Monday-Thursday at 14.00-16.00. Memorisation and muroja'ah, sima'an, memorisation exams, certificate collection and tabarukan. The class organisation structure is within the curriculum team headed by Ridwan Hawari. There is no difference between the culture or habits carried out by regular students and Tahfidz Qur'an Class students. The head of madrasa and the head of Tahfidz Qur'an who fully directs or gives freedom to each mentor to manage the Tahfidz Qur'an group means that the leadership style of the Tahfidz Qur'an class program is an analytical leader.

Based on the explanation of several indicators above regarding the evaluation of the strategy for developing the Fullday Tahfidz Qur'an Class program at MTs Negeri 2 Bandar Lampung in the 2022/2023 school year from the results of interviews, observations and documentation, it can be temporarily concluded that: Reviewing the program has been implemented or what obstacles are faced. The review is carried out directly and also periodically, namely a meeting once every 2 months, things that might be changed or maintained in a joint meeting. The trust of parents or the community towards MTs Negeri 2 Bandar Lampung, especially in the Qur'an Tahfidz class, shows that the Qur'an Tahfidz class is considered good in the process and output, this is also thanks to the guidance of educators who are already Hafidz / Hafidzoh so that they are able to provide quality guidance according to their expertise. From the findings and theory above, it can be concluded that the evaluation of the strategy for developing the Qur'an Tahfidz class program at MTs Negeri 2 Bandar Lampung is the final stage of a determined program. It is reviewed between what is formulated, implemented and the results achieved. The Qur'an Tahfidz Class Program at MTs Negeri 2 Bandar Lampung has achieved the goals that have been formulated and implemented by conducting evaluations to review the program has been implemented or what obstacles are faced. The review is carried out directly and also periodically, namely a meeting every 2 months. Tahfidz Qur'an class has increased the number of students quite rapidly with the most enthusiasts at MTs Negeri 2 Bandar Lampung. The trust of parents or the community towards MTs Negeri 2 Bandar Lampung, especially in the Tahfidz Qur'an class, shows the activeness of the class in making the Tahfidz Qur'an program is considered good in both process and output.

Conclusion and suggestion

Based on the results of research on implementation of strategic management of the Qur'an tahfidz program at MTs Negeri 2 Bandar Lampung, conclusions can be drawn to answer the formulation of this

research problem, namely: 1) The formulation of the Qur'an Tahfidz Program Development strategy at MTs Negeri 2 Bandar Lampung in the 2022/2023 academic year is the vision of realising religious people and the mission of developing the potential of students according to their interests and talents and increasing student competence through intensive coaching both academic and non-academic. The aim is to produce students with the character of memorising the Qur'an, facilitate students in learning to memorise the Qur'an and equip students with Tahfidz Al-Qur'an as capital for further schooling. The strengths are the educators or supervisors, quite a lot of enthusiasts, full support from the madrasa head. The weaknesses are the ups and downs of student enthusiasm and motivation, the absence of dormitories. The opportunities are support from parents, career paths for students for further schooling and an improved image of the institution. 2) Implementation of the strategy for developing the Fullday Tahfidz Qur'an class program at MTs Negeri 2 Bandar Lampung, namely the Fullday Tahfidz Qur'an class program which has been formulated and implemented including the targets to be achieved. Routine activities on Monday-Thursday at 14.00-16.00. Memorisation and muroja'ah, sima'an, memorisation test, certificate collection and tabarukan. The Qur'an Tahfidz fullday class is headed by Aisyah. There is no difference between the culture or habits carried out by regular students and Tahfidz Qur'an students. The leadership style of the Tahfidz Qur'an program is an analytical leader. 3) Evaluation of the development strategy of the Qur'an Tahfidz program at MTs Negeri 2 Bandar Lampung, namely the review is carried out directly and also periodically, namely a meeting every 2 months. Tahfidz with the most enthusiasts at MTs Negeri 2 Bandar Lampung.

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