

# ENVIRONMENTAL ANALYSIS IN DETERMINING THE DIRECTION OF THE ORGANIZATION AT MTS DARUL MUSTHOFA LEBAK DISTRICT BANTEN PROVINCE

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**Abstrak:** Analisis lingkungan dan penentuan arah organisasi merupakan dua hal yang saling berkaitan dalam manajemen strategis. Analisis lingkungan membantu organisasi untuk memahami faktor internal dan eksternal yang mempengaruhi keberhasilannya, sedangkan menentukan arah organisasi adalah proses yang melibatkan pemilihan strategi yang paling sesuai untuk memanfaatkan peluang dan mengatasi tantangan yang dihadapi organisasi. Langkah-langkah yang dapat dilakukan dalam melakukan analisis lingkungan dan menentukan arah organisasi: Mengidentifikasi faktor internal dan eksternal; Evaluasi faktor internal dan eksternal; analisis SWOT; Menentukan visi dan misi organisasi; Rancang strategi; Implementasi strategi; Evaluasi dan pemantauan. Kesimpulannya, analisis lingkungan dan penentuan arah organisasi merupakan proses penting dalam manajemen strategis untuk mencapai tujuan jangka panjang dan meningkatkan keberhasilan organisasi. Dengan memperhatikan faktor internal dan eksternal, organisasi dapat menyusun strategi yang tepat untuk memanfaatkan peluang dan mengatasi tantangan yang dihadapi. Berdasarkan penelitian, kelebihan dan kekurangan MTs Darul Mustafa berasal dari lingkungan internal. Kontribusi peserta didik dengan prestasi akademik dan non akademik, sarana dan prasarana yang baik, program gelar akselerasi, kapasitas pengelolaan madrasah yang rendah, konflik organisasi dan kepala sekolah yang timpang. Peluang dan risiko yang timbul dari MTs Darul Mustafa eksternal meliputi pesantren dan budaya masyarakat beragama, kepercayaan masyarakat terhadap pendidikan anaknya, kebijakan pemerintah yang memaksakan tuntutan administratif terhadap guru, dan pesatnya perkembangan teknologi informasi dan komunikasi. Darul Mustafa yang dapat dilaksanakan harus terus mendapatkan kepercayaan masyarakat, termasuk merencanakan tujuan madrasah yang sesuai dengan kebutuhan masyarakat dan kondisi zaman. Menggunakan pendekatan partisipatif dengan berbagai pihak antara lain guru, siswa, pengasuh siswa dan masyarakat, melalui tenaga pengajar yang berkualitas dengan memberikan pelatihan/dukungan pelatihan, menciptakan lingkungan madrasah yang kondusif dengan meminimalkan konflik di lingkungan internal, dan melengkapi fasilitas madrasah. dan infrastruktur sesuai kebutuhan.  
Kata Kunci: Lingkungan, Arah Organisasi, Pondok Pesantren.

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**Abstract:** Environmental analysis and determining the direction of the organization are two interrelated things in strategic management. Environmental analysis helps an organization to understand the internal and external factors that affect its success, while determining the direction of the organization is a process that involves choosing the most suitable strategy to take advantage of opportunities and overcome challenges faced by the organization. Steps that can be taken in carrying out an environmental analysis and determining the direction of the organization: Identify internal and external factors; Evaluation of internal and external factors; SWOT analysis; Determine the vision and mission of the organization; Design a strategy; Strategy implementation; Evaluation and monitoring. In conclusion, environmental analysis and determining organizational direction are important processes in strategic management to achieve long-term goals and enhance organizational success. By paying attention to internal and external factors, organizations can develop appropriate strategies to take advantage of opportunities and overcome challenges they face. Based on research, the advantages and disadvantages of MTs Darul Mustafa comes from the internal environment. The contribution of students with academic and non-academic achievements, good facilities and infrastructure,

accelerated degree programs, low madrasah management capacity, unequal organizational and principal conflicts. Opportunities and risks arising from external MTs Darul Mustafa covers Islamic boarding schools and religious community culture, public trust in their children's education, government policies that impose administrative demands on teachers, and the rapid development of information and communication technology. Darul Mustafa that can be implemented must continue to gain public trust, including planning the objectives of the madrasa that are appropriate to the needs of the community and the conditions of the times. Using a participatory approach with various parties including teachers, students, student caregivers and the community, through qualified teaching staff by providing training/support training, creating a conducive madrasah environment by minimizing conflicts in the internal environment, and completing madrasah facilities. and infrastructure as needed.

*Keywords: Environment, Organizational Direction, Islamic Boarding School.*

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## **Introduction**

Education is one of the main pillars in driving the progress of human civilization. In the historical literature, there are many records that reveal how intellectuals are able to change the paradigm of thought and encourage the improvement of life. Strategy formulation is an aspect that cannot be ignored in the progress of an educational institution. One indicator of the success of a good educational institution is its ability to formulate strategies to improve services to educational customers, namely students and society at large (Akdon, 2011). Especially in the context of Islamic education, the relationship between humans and God is based on a covenant or commitment that is *azali*. Humans recognize the oneness of God and express their willingness to wholeheartedly devote themselves to Him. This agreement is formed when humans are still in a spiritual state. Therefore, humans are expected to submit and obey God, so that their role is as His servants. However, Allah also equipped humans with nature, moral freedom, and creativity, so that humans also play the role of *khalifah* (leader) in this world. By carrying out the role as *caliph* and as a servant, human culture develops over time in a dynamic atmosphere of the times as a manifestation of creatures who have culture (Parinussa et al., 2023).

Socially philosophically, organizations exist because of human needs both individually and in groups. The presence of the organization can be viewed from the point of view of the nature and nature of humans who are social beings or organizational beings. In addition, organizations are also formed because there are many goals that can only be achieved through cooperation in a container called an organization. Human organizations are the forerunners of all modern organizations known today (Nugroho et al., 2023).

Islamic education is one of the fields of education that is closely related to everyday life. In Islamic education, various knowledge about Islam is studied. The main purpose of Islamic education is to improve human behavior in accordance with the guidelines for life set out in religion. To achieve this, excellent strategic management is needed in the implementation of Islamic education. By implementing good strategic management in Islamic education, it is hoped that human resources with noble morals will be formed (Kamaruddin et al., 2023). Environmental analysis is an important need for Islamic educational institutions to enable them to take preventive and anticipatory actions against changes that occur. This is so that the educational institution can quickly adapt to these changes and survive in complex environmental conditions. Through environmental analysis, Islamic education institutions can make the right strategic decisions to maintain the sustainability of the institution (Ichsan et al., 2023).

In facing increasingly fierce competition in the educational environment, MTs. Darul Mustafa requires careful planning. Such planning does not only focus on the future, but also involves tracing and analyzing the current conditions and situations. This is done as an effort to maintain public trust and keep up with the rapid development of the times in various fields. By conducting a systematic environmental analysis, Islamic education institutions can better understand the external factors that can affect the performance and continuity of the institution. This analysis includes an assessment of social, political, economic, technological and other environmental developments that have the potential to affect the success of educational institutions. With a deep understanding of the environment, Islamic education institutions can take strategic steps in facing the challenges and opportunities that exist, as well as maintaining relevance to the needs of society and the times (Nugroho et al., 2023).

There are several challenges faced by educational institutions today, namely: 1) Globalization, 2) Socio-cultural Change, and 3) Advances in Information and Communication Technology. These three challenges indicate that education that still prioritizes traditional approaches with a focus on teaching and learning activities in the

classroom needs to be updated (Febriyanti, 2017). The learning curriculum must be carefully structured and developed to prepare students to be able to face the 21st century globalization era, where information is unlimited and can be easily accessed in various fields, such as social, cultural, political, and so on (Umam, 2019). Problems faced by Islamic educational institutions, especially madrasahs, can be categorized into internal and external factors. External factors relate to national policy issues, community needs and the times. These factors affect the context and conditions of Islamic education institutions as a whole. Meanwhile, the obstacles contained in internal factors are related to the quality and number of educators who are still inadequate, the lack of adequate facilities and infrastructure, the curriculum that needs to be improved, and the low learning achievement of students in madrasah (Hadi, 2013).

This article aims to conduct environmental mapping with the aim of determining the organizational direction of Islamic education institutions, especially MTs Darul Mustafa in Lebak, Banten. This mapping is based on the argument that recognizing and tracing precisely and quickly the Internal and External Environment of MTs Darul Mustafa will provide benefits for stakeholders at MTs Darul Mustafa. This information can be used to make strategic policies related to the direction that will be taken by the institution and to determine the attitude that will be implemented in order to create and innovate in the implementation of programs at MTs Darul Mustafa.

## Method

The research conducted is qualitative research, which produces reports in narrative form, not numerical data. This research was conducted at MTs Darul Mustafa in Cipanas District, Lebak Regency, Banten. The purpose of this research is to analyze the strategic management of Islamic education in Indonesia, with a focus on environmental analysis at MTs Darul Mustafa as part of strategic management. The subject of this research is an Islamic education institution, namely MTs Darul Mustafa. The research procedure involves reviewing several relevant sources on strategic management of Islamic education in Indonesia, then selecting and linking these sources to build new arguments based on pre-existing arguments.

In this writing, the library research method was used. Library study is an approach used to collect information and data through various sources available in libraries, such as documents, books, magazines and historical records (Creswell, 2015). Literature study also involves a review of book references and previous research results that are relevant to the topic under study. Through desk research, theoretical data can be collected to provide a theoretical basis for the research problem. Literature study also involves reviewing books, literature, records, and other reports related to the problem to be solved. According to some experts, desk research also involves the review of theoretical, reference, and other scientific literature related to the culture, values, and norms that develop in the social situation under study.

Data in this research refers to reality, facts, or materials used to formulate hypotheses (Partanto & Al-Barry, 1994). The data sources used in this research include books, journals, and internet sites related to the strategic management of Islamic education. The data collection technique used is documentation, which is searching for data about variables or relevant information through notes, books, papers, articles, and journals. The data analysis technique used in this research is the content analysis method. This method is used to obtain valid and replicable inferences based on the existing context (Krippendorff, 1993). In this analysis, a process of selecting, comparing, combining, and filtering various notions is carried out until those relevant to the research objectives are found.

## Findings and Discussion

Scanning the Internal and External Environment of MTs Darul Mustafa. Internal Environment - There is a strict selection and a large number of applicants, around 300, although only 150 students are accepted, so the quality of students in the academic field is quite good. Adequate facilities and infrastructure, such as computer laboratories, biology laboratories, language laboratories, multimedia laboratories, sports halls, art rooms, and accredited libraries. Achievements in both academic and non-academic fields, both at the district and provincial levels. There are internal conflicts in the madrasah that have not been resolved properly, causing a lack of unity. There are many excellent madrasah programs, but the management is not optimal. The organization of madrasah activities is uneven and relies on several teachers who are considered potential.

External Environment at MTs Darul Mustafa - Madrasah is in a boarding school environment and a community that is thick with religious values. There is a good perception of the community towards madrasahs, seen from the high interest of parents to send their children to madrasahs. The geographical location of the madrasah is strategic and has the potential to attract students from five nearby districts, namely Pandeglang, Serang, Tangerang, Jakarta, and Bogor. The rapid development of technology and the pandemic that forced distance learning, so teachers had to adapt to the situation. The expensive cost of domain rental and server hosting for

learning through madrasah e-learning, requiring large data storage, so madrasah must allocate a budget for smooth learning. The large use of plastic and the lack of plastic waste treatment which is not in line with the Blitar district government's program in environmental conservation.

Based on the analysis of the internal and external environment at MTs Darul Mustafa, there are great opportunities to maintain public trust in choosing MTs Darul Mustafa as an educational institution for their children. Some of the strengths that support this opportunity include: Student input with academic and non-academic achievements: MTs Darul Mustafa has students who have demonstrated achievements in both academic and non-academic fields. This demonstrates the madrasah's commitment to providing quality education and preparing students to achieve well.

Adequate facilities and infrastructure: The madrasah has adequate facilities and infrastructure to support the teaching and learning process. The existence of good facilities will provide comfort and support for students in obtaining quality education. Accelerated graduation program: MTs Darul Mustafa has an accelerated graduation program that not all madrasahs have. This can be an attraction for parents and students who want to complete their education in a shorter time, but still prioritize the quality of learning.

In addition, the existence of the Islamic Boarding School is also a strength that supports MTs Darul Mustafa. This makes the community's interest not only come from the neighborhood around the madrasah, but also from areas outside Lebak Regency. Support from the Islamic Boarding School provides additional confidence to the community regarding the quality and sustainability of education organized by the madrasah.

By utilizing these strengths, MTs Darul Mustafa has a great opportunity to maintain community trust and attract parents to send their children to this madrasah. It is important for the madrasah to continue to maintain and improve the quality of education delivered and take advantage of the opportunities that exist in the internal and external environment in order to remain the first choice in Islamic education.

Public interest in sending their children to MTs Darul Mustafa is influenced by the madrasah's ability to keep up with the times and meet the needs of the community. This is in accordance with the view of Azyumardi Azra quoted by Mujamil (Mujamil, 2002), which shows that public interest in Islamic educational institutions has turned into a more logical consideration than considerations based on religious identity.

The choice of Islamic educational institutions today is based on the improvement of these institutions with more professional and advanced management in academic and non-academic fields. In fact, middle and upper middle class families began to choose to send their children to madrasah because of the guaranteed quality of knowledge, skills, social, and spirituality taught.

Therefore, Islamic educational institutions, such as MTs Darul Mustafa, must always follow the development trends of society by conducting environmental analysis. This aims to anticipate threats that may appear at any time, as well as to take advantage of opportunities that can also appear suddenly. Thus, the madrasah can prepare appropriate strategies and keep up with the changes that occur around it.

By following development trends and conducting a good environmental analysis, MTs Darul Mustafa can maintain public interest, continue to improve the quality of education delivered, and answer the challenges that arise in the world of education. This will help the madrasah to remain relevant and become a reliable choice in meeting the educational needs of today's society.

MTs Darul Mustafa needs to adopt effective strategies to gain public attention and trust, as well as overcome threats arising from the external environment and reduce weaknesses in the internal environment.

Some indicators that can be used to measure the success of the strategies used by MTs Darul Mustafa, based on research by Abudin Nata (2001), include:

1. Academic success: This indicator measures the extent to which madrasah graduates can continue their education to a higher level. This reflects the quality of education provided by the madrasah in preparing students to face academic challenges in the future.
2. Moral success: This indicator measures the ability of madrasah graduates to demonstrate social responsibility and care. This includes the moral and ethical behavior shown by graduates in interacting with others and society in general.
3. Individual success: This indicator measures the increase in individual piety. Graduates of the madrasah are expected to be able to carry out all the commands of Allah SWT and leave all His prohibitions. This reflects the formation of strong character and spirituality in each individual.
4. Social success: This indicator measures the ability of madrasah graduates to interact with society at large. Graduates are expected to be able to contribute positively to society and become productive members and play a role in social development.

5. Cultural success: This indicator measures the ability of madrasah graduates to interpret Islamic religious teachings in accordance with their social environment. Graduates are expected to be able to understand and apply religious values in the context of daily life.

MTs Darul Mustafa has a responsibility to participate in change and prepare learners who are intelligent and responsive to change in the era of globalization. The madrasah must introduce learners to an understanding of the realities of life in the world and develop their ability to deeply appreciate and respond to change. In addition, the madrasah should also ensure that learners understand how to deal with change. MTs Darul Mustafa also needs to be active in dealing with changes that occur in society and be responsible for social change. The changes should be used as an opportunity to take advantage of more positive benefits than the previous situation. In carrying out their duties, madrasahs can refer to the thoughts and research of I Sukardi (2022), who emphasizes the importance of participation in change and the development of learners' ability to respond positively to change. Thus, MTs Darul Mustafa must actively engage in the process of change, prepare students to face change, and utilize change as an opportunity for growth and improvement.

### Conclusions

Based on the results of research that has been conducted on the internal and external environment of MTs Darul Mustafa, several strengths and weaknesses were found that need to be considered. Strengths include student input with achievements in academic and non-academic fields, good facilities and infrastructure, and an accelerated graduation program. However, there are weaknesses such as the low managerial ability of madrasah, conflicts between teachers and heads, and uneven organization. Meanwhile, there are opportunities and threats from the external of MTs Darul Mustafa. The opportunities include being in a boarding school environment and a religious community culture, as well as public trust in sending their children to madrasah. However, there are threats such as government policies that cause many administrative demands on teachers, as well as the rapid development of information and communication technology.

To continue to gain the trust of the community, MTs Darul Mustafa can implement several strategies. First, planning the objectives of the madrasah according to the needs of the community and the conditions of the times. Second, using a participatory approach by involving various parties such as teachers, students, student guardians, and the community in decision making and madrasah management. Third, having competent teaching staff through training and training that supports. Fourth, creating a conducive madrasah environment by minimizing conflicts in the internal environment. Fifth, fulfilling madrasah facilities and infrastructure in accordance with the needs. By applying these strategies, MTs Darul Mustafa can improve the quality of education, gain the trust of the community, and achieve the goals that have been set. It is important for madrasahs to continue to evaluate and adjust in order to overcome challenges and take advantage of existing opportunities in order to provide quality education.

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