Implementation of Strategic Management In An Effort to Implement Islamic Life Guidelines at Yogyakarta Muhammadiyah University

Rizka Maulana Saputra[1], Aris Fauzan[2]

[1] Universitas Muhammadiyah Yogyakarta; rizka.maulana.psc20@gmail.umy.ac.id
[2] Universitas Muhammadiyah Yogyakarta; mas_arisfauzan@umy.ac.id

ARTICLE INFO	ABSTRACT
	Islamic-based educational institutions must be able to produce graduates and academics community who have good and commendable morals. the use of strategic management theory is seen as capable of realizing this. UMY uses this theory as an effort to shape the morals of its graduates and all of its academic community so that they become better and uphold Islamic values. This research article aims to reveal the implementation of strategic management used by UMY in shaping the character of the academic community in accordance with Islamic teachings as stated in the PHIWK. This type of research is qualitative with an analytical descriptive approach. The methods used in this research article are data collection, interviews, documentation and participant observation. To analyze used methods: data presentation, data reduction, and description of phenomena. The findings in this research article are: first, the implementation of PHIWK in the academic community has not gone according to the strategic management flow, this is because there are still several activities that have not been carried out. Second, the program evaluation has not been carried out, due to the absence of an Ad Hoc Team who is fully responsible for the process of implementing the PHIWK program, as in the flow in strategic management. *This is an open access article under the CC BY-NC-SA license.*

Corresponding Author:
Rizka Maulana Saputra
Universitas Muhammadiyah Yogyakarta; rizka.maulana.psc20@gmail.umy.ac.id

INTRODUCTION

Education includes everything about the process of transforming knowledge and also good values that will bring benefits in supporting the process of human life.(Alimron et al., 2023) The management of an educational institution that is not well conceptualized, will only make the implementation of learning not run as desired. (Azzet, 2011) explains as written in a book entitled. Education Management that, although there are educational institutions that ignore the management system and tend to run as it is, but on the other hand can produce good graduates, then if supported by professional management it will produce much better outputs and outcomes. (Ali & Syarnubi, 2020) He added that professional education management is a form of embodiment of Islamic teachings and values as in the concept of intention, mujahadah and muhasabah. These three concepts, if we describe them, will show the process of managing an activity or organization that emphasizes the importance of applying as in the concept of management in general.(Ballanie et al., 2023)

(Jabnoun, 2012) explains in a book entitled Islam and Management, that the systematic nature of Islam is in accordance with the concept of management developed in the western world. Therefore, the use of management concepts that exist in the western world is relevant to Islamic values that are always carried out by Muslims. (Syarnubi et al., 2023) In his book he tries to provide a normative description of the holy verse of the Qur'an and the hadith of the Prophet Shalallahu`alaihi wassalam as a foundation in the management process that developed in the world.(Fauzi et al., 2023)

The presence of management as a science that is growing rapidly in the scientific world, is something that is useful in the world of education.(Arisca et al., 2020) In its development, we are familiar with the term Strategic Management in the military world. This term then became famous in the academic world and began to be adopted in all lines of life, including the world of education.(Febriyanti et al., 2022). (Mu`arif, 2012) says that modernization in education is a necessity in this era. One form of modernization that must be carried out by educational institutions is to develop managerial processes that are compatible with the demands of the times.(Fitriyani et al., 2020)

The world of education must now be oriented towards strengthening quality, where everything that is done in the managerial process always considers quality for consumer satisfaction (Sallis, 2012). There are several types of consumers in the world of education, in addition to students and parents who benefit directly from learning activities, teachers and employees are also consumers of the Strategic Management concept. (Hartati et al., 2022) The application of this concept in the world of education is able to answer all the obstacles and difficulties that exist in the school managerial process and is able to increase the effectiveness of learning in the world of education.(Martina et al., 2019)

Universitas Muhammadiyah Yogyakarta as an institution of higher education under the auspices of Muhammadiyah, has proven that the managerial process carried out professionally will produce a growth rate of quality that is increasingly recognized worldwide. Various awards from regional, national and international levels are often addressed to UMY. (Harto & Syarnubi, 2018) As UMY's commitment in managing the education process oriented towards quality improvement, a Quality Assurance Agency (BPM) was formed and has been accredited with ISO 9001: 2015 certification provided by PT TUV Rheinland Indonesia (TRID) on February 5, 2019. This achievement proves that UMY can ensure that its management can produce the application of the chess dharma in accordance with UMY's vision and mission (BPH UMY, 2019)

As a university that has attached the tagline Muda Mendunia and is committed to making an Islamic Superior campus, it is necessary to have a description in every aspect attached to it. The superior predicate that makes UMY a university with quite satisfying achievements is marked by consecutive A institutional accreditation, being ranked in the top 500 universities in Asia and the second best private universities in Indonesia, not to mention the achievement of prestigious student achievements during UMY's existence, which further proves UMY as a superior university Islamic proof is carried out, one of which is by making the Islamic Life Guidelines for UMY Campus Citizens, abbreviated as PHIWK UMY. In its implementation, UMY made a PHIWK implementation guide by applying the strategic management concept that we will discuss in this paper.

In its development, strategic management has been practiced in educational institutions in an effort to improve the quality of schools and stock holders of a particular educational institution. For example, research conducted by (Irani, 2014) in a journal entitled "Implementation of Strategic Management in Efforts to Improve the Quality of Education at SMAN 10 Fajar Harapan". The results of the study showed a positive trend in the use of strategic management in improving the quality of education at SMA 10 Fajar Harapan. Likewise, what was written by Tri atmadi in his writing entitled "Strategic Management of Vocational Education in Facing Quality Competition", there are satisfactory results in quality competition with other schools. (Syarnubi Syarnubi, 2019a) When viewed from the results of past research, we can take the hypothesis that the internalization of Islamic values in the PHIWK book using strategic management should be achieved as expected.(Syarnubi Syarnubi, 2023)

Based on the description above, the research objectives in this article are two, namely 1) To find out the strategic management process carried out by UMY in implementing PHIWK UMY, and 2) To find out the implementation of PHIWK at UMY as an excellent and Islamic university. The benefits of writing this article are as a theoretical contribution to education in Indonesia and as input for education observers and education actors on methods of internalizing Islamic values in an Islamic-based educational institution.(Malta et al., 2022)

RESEARCH METHODS

This research is included in policy analysis study research. According to (Khilmiyah, 2016) policy analysis research is a study that uses rational reasons and facts from a reality that is used to explain, assess, and can produce thoughts in order to find solutions that arise in society, or it can also be said to be a procedure that uses inquiry methods (search for a solution) and multiple arguments to produce and utilize information on an appropriate policy in a political decision-making process in order to solve policy problems in society.(Hawi & Syarnubi, 2018) Meanwhile, according to Dun, as cited in Akif's book (2016) policy analysis research is an applied social science that uses several research methods and logical argumentation to produce significant information in analyzing social problems arising from the implementation of an existing policy / regulation (Khilmiyah, 2016) This research was conducted at the University of Muhammadiyah Yogyakarta which systematically explains how the management carried out by UMY in order to cultivate the policies that have been made in the form of Islamic Life Guidelines for Campus Citizens as a form of internalization of Islamic values in campus life. Specifically, the object of this research is the Campus Citizens Islamic Life Guidelines book to be implemented in everyday life. This type of research is qualitative where researchers try to reveal in writing a certain phenomenon that already exists or is just an idea that is realized in the form of activities that have a significant impact in the real world (Khilmiyah, 2016). The same thing is also used to give a definition to the descriptive method, which is research aimed at describing or giving an overview of existing phenomena, both natural phenomena and phenomena made by humans (Sukmadinata, 2012). In this case, the author tries to describe a policy at UMY related to the internalization of Islamic values in the lives of campus residents at UMY.

Data collection in this study used three techniques, namely, interviews, documentation and participant observation. The primary source used as a reference in this research is the Campus Citizens Islamic Life Guidelines book formulated by the formulation team, under the direct instruction and supervision of the UMY Daily Governing Board (BPH). According to (Sugiyono, 2016) primary or main sources are data sources that directly provide data to researchers, while the meaning of secondary sources is sources that indirectly provide data to researchers. In this article, the primary source is the PHIWK book with added secondary data from supporting documents and the results of interviews with several actors who formulated the guidebook used by UMY.

RESULTS AND DISCUSSION

The term strategic management began to be recognized in the military world in the 1970s, where this system was used to develop warfare strategies that were expected to run effectively and efficiently (Fadhli, 2020). Effective is doing the right job (*doing the right things*), while efficient is doing the job right (*doing things right*).

In language, strategic management consists of two words, namely management and strategy. (Nurahman et al., 2021) Each has its own meaning, but after combining into strategic management it will form its own meaning that is different from the meaning of each of these words.(Misyuraidah et al., 2017)

Management comes from the English word "to manage" which means to organize. This arrangement is carried out through a process and adjusted based on the sequence of predetermined management functions, therefore management is defined as the process of understanding the resources used effectively to achieve predetermined goals. (Sukirman, Masnun, et al., 2023) Badudu states that management is the ability and skills possessed specifically to carry out an activity, either

carried out with others or activities through others to achieve organizational goals (Baharudin, 2019). Nazarudin explained as stated in the strategic management book, he quoted Terry's opinion that what is meant by management is a work process that requires the guidance or direction of a group of individuals towards organizational goals or goals that an institution wants to achieve in real terms. In this context, management is an activity, while its implementation is called managing, while those who carry it out are called managers or managers (Nazarudin, 2020).

Meanwhile, what is meant by strategic is a systematically designed method and tactics used to carry out management functions in order to be directed at the strategic goals to be achieved by an organization. Such planning or design is referred to as strategic planning (Sutikno, 2013). Meanwhile, WF Glueck and LR Jauch in his book "Strategic Management and Corporate Policy", define strategy as a plan that is put together, broadly and integrated that seeks to connect the company's strategic advantages with the challenges that arise in the company's environment, the purpose of everything is that everything is designed to ensure that the main objectives of the company can be achieved through proper implementation by the organization. The company here can be identified as a school institution.(Wulandari et al., 2021)

Sagala gives a definition of strategy in the school environment with the statement that what is meant by strategy is a management instrument that has a good level of accuracy and cannot be avoided including in school management. (Sari et al., 2020) A school's strategy describes the methods and approaches used to achieve its strategic goals.(Yanti et al., 3 C.E.) This kind of step in the school strategic management process includes the identification of strategic options that may be carried out to achieve school goals, the evaluation of strategic alternatives using definite criteria and the selection of an alternative or group that may be used as a school strategy.(Sukirman, Baiti, et al., 2023)

The terms management and strategy when combined into one unit, will have its own terminology meaning. (Sutarmizi & Syarnubi, 2022) The definition or definition of strategic management in the repertoire of management science literature has a very broad scope, and does not have a single definition that is considered standardized. Therefore, the definition of strategic management develops widely, left to the understanding or interpretation of each person (Amir, 2019) Ansof argues that strategic management is a systematic approach as a management responsibility, able to condition the organization to a position that is certain to achieve goals in a way that can ensure success on an ongoing basis and make the organization (school) guarantee or secure the expected form According to Fred R. David Strategic Management is the science of formulating, implementing and evaluating cross-functional decisions that enable organizations to achieve their goals. According to Husein Umar, strategic management is an art and science in terms of formulating, implementing and evaluating strategic decisions between functions that enable an organization to achieve its goals in the future.

From the various definitions above, we can find a common way of thinking, that strategic management is a science that seeks to combine management functions in order to make strategic institutional decisions, which are used to achieve organizational goals effectively and efficiently. So that from several existing definitions or definitions we can take a "red thread" that strategic management is an ability of a manager or several people in a particular organization to make (formulating), implementing (implementing) and evaluating (evaluating) about strategic decisions between functions that enable an organization to achieve future goals to be achieved (Nazarudin, 2020) In strategic management, the concept of sustainability is key to the success of an educational institution's program (Madina, 2013). This happens because the characteristics of strategic management are First, strategic management is long-term. Second, strategic management is dynamic. Third, strategic management is something that is combined by operational management. Fourth, strategic management needs to be driven by elements at the top level manager. Fifth, strategic management is oriented and close to the future. Sixth, strategic management must always be encouraged and supported in its implementation by all available economic resources.(Syarnubi, 2022)

1. *Strategic Management Process.*

Broadly speaking, the general stages that form the basis of the strategic management process are formulating, implementing and evaluating. In another reference, this stage needs additional environmental recognition before making management formulations.

For this reason, the strategic management process must include four stages, namely (Nazarudin, 2020) Environmental Analysis, is the first step in the implementation of strategic management which aims to provide an initial overview while monitoring the environment in the company. The company's environment here includes all factors both internal and external to the company that are predicted to affect the achievement of the company's desired goals. The results of this environmental analysis will at least provide an overview of the state of the company which is usually used with SWOT (strength, weakness, oppurtinities and threats) management. Determining and implementing organizational direction, after conducting an analysis of the external and internal environment, it is expected that we can already have an overview of the company's position in the competition. Where we must definitely define SWOT; 2) Strategy formulation, the main focus of strategy formulation is how to adjust in order to be better and faster to react than competitors in the existing competition; 3) Strategy implementation, this implementation problem is quite complicated, therefore in order for the implementation of organizational strategy to work well, managers must have a clear idea of the issues that are developing and how to deal with them. In this stage, issues of organizational structure, corporate culture and leadership patterns must be discussed in more depth; and 4) Evaluate

2. Implementation of PHIWK at UMY

The Islamic Life Guidelines for Campus Citizens of Universitas Muhammadiyah Yogyakarta (hereinafter abbreviated as PHIWK UMY) is a set of Islamic values and norms sourced from the Qur'an and Sunnah to become a pattern for the behavior of UMY campus residents in carrying out their daily lives so that an Islamic personality is reflected towards a truly Islamic society (BPH UMY, 2016).

PHIWK UMY is a guideline for living life in the scope of personal, family, community, organization, managing business malls, doing business, developing professions, nation and state, protecting the environment, developing science and technology, and developing arts and culture that show uswah hasanah (good example) behavior (BPH UMY, 2016).

The purpose of the preparation of PHIWK UMY is to form individual and collective behavior of all UMY campus residents who show good examples towards the realization of a truly Islamic Society (BPH UMY: 2015). Campus residents here are all academicians consisting of students, lecturers, employees and university leaders (BPH UMY, 2016)

This guideline was compiled in 2015 as a follow-up to the Muhammadiyah Islamic Life Guidelines (compiled by PP Muhammadiyah) which was then broken down in the university realm by UMY. In the realm of implementation, a follow-up book was compiled, namely the UMY PHIWK implementation guide, which in the preparation process used the concept of strategic management in order to achieve the desired goals. The following are the stages of the process of applying strategic management in an effort to implement PHIWK UMY in UMY Campus life.

1. Environmental Analysis.

As explained earlier at this stage a SWOT analysis was carried out to determine the right strategy in an effort to implement PHIWK UMY. Before the formulation team made a SWOT analysis that would be used as a guideline in developing the PHIWK implementation program steps, the team first made a program reference direction which is illustrated in Figure 1 below,

UMY PHIWK Implementation Program Direction Figure 1.

Initially, this program was scheduled for a 1-year period from 2016-2017 as a pilot project for the effectiveness of program implementation. However, in practice, this periodization did not work because there were certain things that could not be implemented as planned. From this direction of reference, a SWOT analysis was formulated which resulted in 21 achievement strategies that were used as a reference in developing the UMY PHIWK implementation program as Table 1 below.

Table 1. Strategies for Achieving Islamic Life of UMY Campus Citizens

Type	Achievement Strategy
OS Strategy	1. Provision of practical guidance on Islamic living for the benefit of the community 2. Organizing workshops on the implementation of Islamic life guidelines for campus residents 3. Optimizing the use of infrastructure related to the implementation of Islamic life guidelines 4. Involving the Muhammadiyah network in optimizing the implementation of Islamic life guidelines 5. Optimizing the role of structural officials in the implementation 6. Optimizing the role of the academic community in implementation 7. Optimization of resources
OW Strategy	1. Alignment of Islamic understanding 2. Development of BTAQ skills 3. Standardization of mahdah worship implementation 4. Strengthening institutional policies on HR involvement in AIK 5. Optimization of Islamic activity management 6. Development of PHIWK socialization media 7. Strengthening the culture of Islamic behavior
TS Strategy	1. Strengthening Muhammadiyah's Islamic ideology 2. Strengthening culture based on Islamic values 3. Management of information technology according to Islamic values 4. Guidance on the management of boarding houses in the campus environment
TW Strategy	1. Increased cooperation with various parties 2. Development of the practice of Islamic values in the campus environment 3. Enforcement of rules for practicing Islamic values in the campus environment.

This data is then used as a reference by the formulation team in making programs that will be implemented to campus residents at UMY. From looking at the data above, we can conclude that the PHIWK implementation program at UMY will not be as easy as imagined.

2. Formulation/Planning.

From the results of the analysis of the existing academic environment at UMY, a program formulation can be made which is arranged in the Islamic Quality Standards. Inside there is a classification determined from the object that will be targeted by the program. The achievement aspect is also adjusted to the target object that has been determined.

There are at least 3 objects targeted, namely students, employees and lecturers. Each of these targets is strengthened in the aspects of; Strengthening aqidah; Formation of morals; Increasing worship; and Strengthening muammalah. These four aspects are then referred to as the main teachings of Islam. The value contained in these four aspects will produce a kamil person if all aspects are achieved properly.

3. Implementation.

In the realm of implementation, the UMY PHIWK is classified into 3 aspects, namely Students, Lecturers and Employees, which will be more clearly conveyed as follows;

a. Student

Students are the main aspect that is the target of UMY's PHIWK implementation. In its implementation, there are several activity programs carried out by UMY as shown below.

Gambar 2. Skema Pembentukan Karakter Mahsiswa UMY

From this picture, we can observe the extent of the efforts made by UMY in shaping the character of students from the time they enter campus until they complete their undergraduate studies at the UMY campus. These programs are carried out by LPPI as the PIC for program implementation with the assistance of study programs and the entire academic community at UMY.

b. Lecturers and Employees

Some activities directed at forming an Islamic campus community in the realm of lecturers and employees include the following programs,

- Regular AIK refreshing every year,

- Baitul Arqam for structural officials in 1 leadership period.

- Ramadhan recitation every Ramadhan month.

- Breaking the fast with employees once a year.

- Organizing ba`da dzuhur recitation after dzuhur prayer.

- Holding morning prayers together once a month centered at the UMY campus mosque.

- Organizing practical fiqh worship training for permanent and contract employees.

- Cultivating tadarus in every assembly, both meetings, lectures and other internal UMY activities.

- Making Islamic artifacts that are distributed in the UMY campus area.

- Tightening the rules of dress, socializing, smoking in the campus area, and praying five times in the mosque which is integrated with SKP.

- And other rules that lead to the formation of Islamic values for employees and lecturers.

The implementation of this PHIWK (both to students and employees and lecturers) is carried out through two channels, namely Structural and Cultural. The Structural Pathway is an implementation pathway based on the university's governance infrastructure according to the business processes carried out. In this path, PHIWK must be realized or operationalized in every policy made by all work unit leaders from the lowest to the highest line. Policies made by the leaders of each line, both academic and non-academic, must reflect Islamic values and encourage a harmonious-integrative life (iman, islam and ihsan) (BPH UMY, 2016)

The cultural path strategy is the implementation of PHIWK through the process of habituation of correct behavior according to Islamic values. As the process of adopting Ki Hadjar Dewantara's Trilogy of Education: Ing ngarso sung tuladha; Ing madya mangun karsa; Tut wuri handayani. Therefore, every leader at all levels must be able to provide examples of correct behavior in their environment (BPH UMY, 2016)

4. Program evaluation/control.

In the aspect of evaluation and monitoring in controlling this program, systematic and structured steps are needed. Several things related to monitoring and evaluation, including implementers, mechanisms and instruments are the responsibility of BPM with mechanisms such as the implementation of quality assurance at UMY. The monitoring and evaluation mechanism for the implementation of PHIWK is carried out in stages and grouped based on its targets (lecturers, employees and students). The periodization of monitoring and evaluation of the implementation of PHIW is carried out every semester. The results of monitoring and evaluation will be informed in the Mid-Year Work Meeting and Annual Work Meeting. Monitoring and evaluation instruments are prepared based on programs and activities as well as achievement indicators that have been determined by the PHIW Team approved by BPH and UMY Leaders. The instrument is made as simple as possible both in terms of assessment and language used with a matrix model (BPH UMY: 2015). Based on such an instrument model, the implementation of monitoring is similar to the implementation of an audit. Assessment can be done with a scoring system or a percentage whose description is technical and clear.

CONCLUSIONS

Strategic management is a series of rule-making systems directed at achieving organizational goals consisting of several stages of the implementation process such as conducting field analysis, formulating or planning programs, establishing implementation programs in the realm of implementation and conducting evaluation and monitoring as a process of controlling programs that have been determined. The implementation of the strategic management process is carried out by the leadership of the organization (school) by considering all input and opinions from the entire academic community.

The strategic management process carried out by UMY in implementing PHIWK as the foundation and perspective of the academic community in order to achieve the goal of forming a superior and Islamic campus has experienced a long and continuous process. This program does not only last one or two years of implementation, but has a long period of rules as a concept of Islamic campus development at UMY. In its implementation, not all planned programs have gone well, and some have not even been realized. But in general, what is outlined in this implementation guidebook has been implemented. What the author notes is the absence of a structured and systematic monitoring process carried out by a special PHIWK Implementation Team because an Ad Hoc Team has not yet been formed that is fully responsible for the PHIWK implementation process on the UMY campus.

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