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Strategic Management Of Literacy Programs at Madrasah Aliyah Darut Taqwa

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ABSTRACT

The literacy program at Madrasa Aliyah Darut Taqwa is the flagship program of the madrasa. The school or madrasah literacy program is one of the important programs that must be formulated using strategic management concepts. Strategic management helps organizations formulate better strategies. In this case strategic management is very important in the literacy program, therefore the author wants to know more about the strategic management literacy program at MA Darut Taqwa through, formulation literacy program strategies, strategic implementation literacy programs, and evaluation of literacy program strategies madrasa aliyah Darut Taqwa. The type of research used is descriptive qualitative research. The data and data sources used are secondary data and primary data. Data collection techniques used are (a). Observation, (b). Interview, (c). Documentation. The results of the study show that, 1) The strategic formulation of the literacy program implemented in Madrasah Aliyah Darut Taqwa is carried out through the formulation of program objectives, vision and mission, swot analysis, program implementation plans, short-medium-long term goals, identifying internal and external factors that can influence program; 2) The strategic implementation of the literacy program at Madrasa Aliyah Darut Taqwa is currently carried out through determining policies, providing motivation, and carrying out useful habits to develop the culture of the literacy program; 3) Strategic evaluation of the literacy program at Madrasah Aliyah Darut Taqwa is carried out with activity evaluation meetings carried out by the entire literacy driving team, then carrying out evaluation standards on planned targets, and standard results or product feasibility.

Keywords: *Strategic Management, Literacy Program.*

INTRODUCTION

In Indonesia, education plays a very important role in creating young people who are broad-minded, highly competitive, and able to face various challenges in the future. One area of education that plays an important role in the implementation of secondary education is Madrasah Aliyah. Madrasah Aliyah is an Islamic educational institution that organizes a balanced curriculum between general and religious subjects and aims to produce students who are noble and outstanding. In recent years, the importance of literacy in education has received increasing attention (Moni, 2018). Literacy serves as an important basis for learning and intellectual development of students. The ability to read, write, and think critically is the main skill that must be mastered by students in dealing with the complex demands of modern society.

Therefore, an institution must maximize management to manage the planned program. The better the management, the better the results of the program. Process management is a form of flair and flair for achieving results and completing tasks in an organization. Leadership includes the idea of collaboration, human relations, decision making, people and places (Nasution, 2006).

Strategic management is a process that is a series of fundamental and comprehensive decision-making activities, accompanied by decisions on how to implement them, made by leaders and carried out by all levels within an organization to develop better strategies using a more systematic, logical and rational way (Brundin, 2022; Kwon, 2022; Agarwal, 2022) (de Oliveira, 2023)(Guerra, 2023) . Strategy choice approach. To make wise decisions, it is hoped that more and more institutions will adopt management tactics (Yunus, 2016), As for strategic planning, it must cover the three important stages of strategic management: strategy making, strategy implementation, and strategy evaluation (Najib, 2014; Mursidi, 2018; Kadambari, 2019; Wibowo, 2021). One of the strategic management program projects planned to develop knowledgeable and talented future generations is the literacy program. Literacy is very important, especially for developing children's perspectives. Furthermore, the verse that carries the command to read (al-Alaq) is the first verse that was revealed in Islamic history

اقْرَأْ بِاسْمِ رَبِّكَ الَّذِي خَلَقَ(١) خَلَقَ الْإِنسَانَ مِنْ عَلَقٍ(٢) اقْرَأْ وَرَبُّكَ الْأَكْرَمُ(٣)
الَّذِي عَلَّمَ بِالْقَلَمِ(٤) عَلَّمَ الْإِنسَانَ مَا لَمْ يَعْلَمْ(٥)

It means:

"*Read by (calling) the name of your God who created. He has created man from a lump of blood. Read it, and your Lord is glorious. Who teaches (man) with a pen. He who teaches man what he does not kno*"

A school literacy movement program or madrasah literacy program must be designed. The efficient teaching and learning process can then be used to improve the quality of education. Therefore, the ability of educational institutions to control the

teaching and learning process every day in the classroom is very necessary (David, 2011).

Literacy programs are also very useful for listening, speaking, reading and writing (Graham, 2018; Neely-Sardon, 2018; Amagir, 2018; Wickham, 2018) . Of course, as a new program, there are still many obstacles or problems. The basis of literacy is reading. The ability to read is a tool for learning many other things. These abilities are important for the intellectual growth of students. Reading allows students to learn new things and discover things about the world that will improve their lives. Students' reading development is greatly influenced by their culture. Currently, the literacy level of Indonesian students is still low. The percentage of young Indonesians who like to read, according to data from the United Nations Educational, Scientific, and Cultural Organization (UNESCO), is 0.1%. That is, only one in ten thousand children in this country enjoys reading. Students' lack of awareness of reading and writing tasks still occurs. It is anticipated that the adoption of literacy programs will enable children to develop a global perspective. Indonesia still has a relatively low literacy rate. Permendikbud Number 23 of 2015 concerning Character Cultivation which encourages students to read non-lesson books, was created to combat this. 15 minutes before the lesson starts.

Following up on the regulation, several schools in small towns began to establish literacy programs, including several schools in Pasuruan. The school literacy movement is a program of the Ministry of Education and Culture which was formed in early 2016. As the general goal of the school literacy movement is to grow the ethical development of students through cultivating the school literacy ecosystem which is manifested in the school literacy movement so that they become lifelong learners. Regarding the concept of strategic management, explaining the 3 stages of strategic management, namely strategic planning/ strategic formulation, strategic implementation / strategic implementation and the last is strategic evaluation (Dedi Mulyasana, 2015).

Based on observations made by researchers, the literacy program is one of the leading programs in Madsarah Aliyah Darut Taqwa. The literacy program is carried out after the prayer reading before learning is finished, then continued with literacy program activities for 15 minutes before class hours begin with in it for 15 minutes the teacher gives authority to students to read books provided that any book is free both formal and non-formal books then the teacher setting authorizes students to read the teacher asks one of the students to review what that they have read. In Madrasah Aliyah Darut Taqwa has also succeeded in making several written works, both in the form of fiction and nonfiction. Some of these papers have been booked, this can convince researchers that Madrasah Aliyah Darut Taqwa is one of the productive Madrasahs in the field of literacy.

With the opening of several papers from students, it can prove that the literacy program is good enough. The above explanation forms the initial assumption of research on the Strategic Management of Literacy Programs in Madrasah Aliyah Darut Taqwa. So that makes researchers interested in conducting a more in-depth study related

to "Strategic Management of Literacy Programs in Madrasah (Case study at Madrasah Aliyah Darut Taqwa Sengonagung Purwosari Pasuruan).

The purpose of this study is to find out: 1) strategic formulation of literacy programs applied in madrasah aliyah darut taqwa; 2) Strategic implementation of literacy programs in madrasah aliyah darut taqwa; 3) Strategic evaluation of literacy programs in Madrasah Aliyah Darut Taqwa contained in the Strategic Management of Literacy Programs implemented in Madrasah Aliyah Darut Taqwa.

RESEARCH METHODOLOGY

This type of research is descriptive research with a qualitative approach. As previous research from (Hangel, 2023; Thompson, 2023; Burney, 2023; Jahel, 2023; Honan, 2023).   In this study, researchers examined strategic formulation, strategic implementation and strategic evaluation in literacy programs at Madrasah Aliyah Darut Taqwa. The instruments used in this study were the researchers themselves and used supporting tools, namely interview guidelines and several lists of questions. In this study using data collection techniques, namely observation, interviews and documentation. This study was conducted using qualitative descriptive data analysis. The descriptive data analysis model applied to this study can be interpreted as the data generated is verbal data instead of numerical data and it is expected that this study will provide a thorough understanding and interpretation of the significance and pertinent information (Nana Syaodih n.d. 2016) (Chaudhary, 2022; Humeisat, 2022)

Inductive analysis is used to review research data. According to S. Margono, qualitative research begins with practical rather than theoretical data. Researchers go directly to the location, analyze, interpret and draw conclusions about what is happening in the field (S. Margono, 2003). The data analysis used in this research is the analysis of the Miles and Huberman model, namely data reduction, which is summarizing specifically, deciding on basic things, focusing on important things. In this study using data presentation, namely researchers, researchers present reduced information and presented narratively about questions related to research problems in the form of information presented in the form of subjective descriptions tailored to the research focus. The presentation of data is carried out by describing the results of interviews which are poured in descriptive form with narrative text. The conclusion is that the data information obtained is analyzed on certain issues to obtain objective conclusions. The conclusions are then verified by re-examination of data reduction and presentation of data to ensure that the conclusions drawn do not deviate from the research problem.

RESULT AND DISCUSSION

Strategic management is the activity of planning or organizing something to achieve the desired goals (Joyce, 2022; Fahruddin, 2021; Uzir, 2020; Noguera, 2018; (Chao, 2017; Schultz, 2017). Literacy is the capacity to understand and apply written language when necessary. The meanings that readers can derive from varied texts. A

person reads to learn, to participate in reading at school or in madrasa, but also for pleasure in everyday life (Bahrul Hayat and Suhendra Yusuf, 2010).

Dedi Mulyasana said that regarding the concept of strategic management there are 3 stages, namely (Dedi Mulyasana, 2015):

A. Strategic Formulation of Literacy Program applied in Madrasah Aliyah Darut Taqwa

Strategic formulation or strategic planning includes defining the mission, setting goals, SWOT analysis, and planning the continuation of the program. Meanwhile, the formulation or strategic management planning at Madrasah Aliyah Darut Taqwa Sengonagung Purwosari Pasuruan begins with setting the vision, mission, program goals, in accordance with the vision, mission, and goals of the school. There are several things that need to be considered in the planning / formulation stage, such as:

1. Development of vision, mission, and goals

    In the formulation for the first stage is the development of vision, mission and goals. The literacy program of Madrasah Aliyah Darut Taqwa is in line with the vision, mission, and goals of Madrasah. Reading will provide a new perspective for Madrasah residents. This is as the vision, mission and goals of Madrasah Aliyah Darut Taqwa, namely the literacy program increases the interest of students' talents to read so as to make students more insight into their minds than they get fond of reading, because reading can develop the intellectual owned by readers and can improve literacy itself.

2. SWOT Analysis

    Next is related to SWOT analysis. SWOT analysis is a strategic planning method for educational initiatives, according to Edward Sallis, in the realm of education. SWOT analysis is a tool that can be used in these situations (Edward Sallis, 2012). SWOT analysis is able to provide strengths, weaknesses, opportunities, and threats. So that making decisions can see from these four dimensions (intan rahayu, n.d.). This is not much different from what researchers get that SWOT analysis is a process that is very definitely needed, because it cannot measure the achievement of the institution's program if there is no SWOT analysis. SWOT analysis is carried out regularly and also continuously.

3. Program continuation planning

    Planning the continuation of literacy programs in formulation or strategic planning. Program continuation plans are made for the short, medium, and long term. Based on the results of observations and interviews regarding program continuation planning which includes short, medium, and long-term plans, researchers can explain that short-term planning is a plan that is implemented in a short time, for example needed. that students read for 15 minutes each day before class begins; intermediate planning, or planning carried out from long-term planning, for example at the end of each month, students are expected to

summarize the results; and lastly, long-term planning, or planning done from the short term. Of the three plans, it is very necessary for an organization or program to achieve good plannin.

B. Strategic Implementation of Literacy Program in Madrasah Aliyah Darut Taqwa

In this discussion, the researcher discussed the second focus in this study, namely the Strategic Implementation of the Literacy Program in Madrasah Aliyah Darut Taqwa. Musa Hubeis and Mukhammad Najib explain in their book that the strategic implementation of literacy programs involves determining school policies and incentives, and developing a culture that supports these strategies (Najib, 2014).

1. Determining Madrasah Policy

It starts with determining the madrasah policy. Determining madrasah policies, madrasahs also follow up on the 2013 curriculum which requires madrasahs to be literate, From this, madrasahs set several policies. One of them is the policy on this literacy program, namely guidance is useful for escorting literacy programs that are usually carried out at the beginning of the year specifically for grade 10 students because there may be those who are not familiar with literacy programs, and not to forget including from the madrasah policy is in Madrasah Aliyah Darut Taqwa also selects specifically members who can oversee literacy program activities. There are even some madarsah policies that will still be carried out for literacy programs, namely policies for students who write books will be rewarded in the form of scholarships.

2. Motivation

Next is related to motivation. By inspiring students and all involved in literacy programs, as well as reminding them of literacy values, literacy programs are enhanced. French and Raven cited by Stoner, Freeman, and Gilbert (1995) mean that motivation is something that drives a person to show expected behavior (Mayasari &; Surakarta, 2022). That's not much different from what researchers get. Motivation for the literacy program at Madrasah Aliyah Darut Taqwa is also carried out on the head of the madrasah to teachers and students as well as by teachers to students. This motivation is very influential both on the literacy program at Madrasah Aliyah Darut Taqwa as an encouragement for both teachers and students to achieve something expected and overcome the decline in literacy enthusiasm.

3. Developing a Strategically Supportive Culture

According to the journal Baiq arnika In the development of literacy culture, all plans that have been prepared to achieve the goals that have been set are implemented (Saadati &; Sadli, 2019). This is not much different from what researchers get that the literacy program at Madrasah Aliyah Darut Taqwa develops this literacy culture by habituating reading which is carried out 15 minutes before teaching and learning activities begin. The routine

implementation of literacy of Madrasah Aliyah Darut Taqwa is carried out to familiarize students with literacy. This is in line with GLN's goal of developing madrasah ecology and people who value reading, writing, and love literature.

C. Strategic Evaluation of Literacy Program in Madrasah Aliyah Darut Taqwa

Evaluation is a comparison of the results of operational procedures carried out as intended. Evaluation and monitoring is a process used to compare an organization's actual activities and performance with desired performance.

This is also in accordance with what the researcher found, that the literacy program at Madrasah Aliyah Darut Taqwa also held an evaluation in each program as well as the literacy program. This evaluation begins by doing:

1. Activity Evaluation

   Evaluation of activities, where an evaluation is carried out for all literacy program driving teams every month which aims to find out where the difficulties experienced in the literacy program at Madrasah Aliyah Darut Taqwa are. And find out what might influence students' interest in literacy programs.

2. Evaluation of planned Target Standards

   Furthermore, the literacy program at Madrasah Aliyah Darut Taqwa also evaluates the planned target standards, such as a minimum target in one year Madrasah Aliyah Darut Taqwa must publish approximately 8 book works. It is an evaluation of the planned target standard.

3. Evaluation of Feasibility Standards of Results

   In addition to carrying out target standards for Madrasah Aliyah Darut Taqwa in this literacy program, it also has a feasibility standard for results where the results of book works must have ISBN, works with ISBN (International Standard Book Number) have been widely recognized both nationally and internationally.

CONCLUSION

From the results of research conducted at Madrasah Aliyah Darut Taqwa Senginagung Purwosari Pasuruan, the conclusions in this study are as follows:

1. The strategic formulation of literacy programs at Madrasah Aliyah Darut Taqwa Sengonagung Purwosari Pasuruan is carried out through determining program design, namely formulation, vision and mission, SWOT analysis, program implementation plans, short-medium-long term plans, identifying internal and external factors that can affect the program.

2. The strategic implementation of the literacy program at Madrasah Aliyah Darut Taqwa Sengonagung Purwosari Pasuruan is carried out in several ways, namely by determining literacy program policies with their own madrasah policies, motivating both madrasah heads to teachers and teachers to their students to improve effective and efficient literacy programs.

3. Strategic evaluation of literacy programs in Madrasah Aliyah Darut Taqwa is carried out through evaluation of activities in which it evaluates how literacy activities take place, planned target standards and feasibility standards of results.

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