

# Artikel5

*by Andang Sunarto*

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## Strategic Management Of Metro City Madrasah Aliyah (Case Study At Madrasah Aliyah Metro)

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### ABSTRACT

Strategic management provides clearer direction and guidance regarding the future, so that madrasah can develop clear steps towards superior madrasah. This study aims to analyze and describe: (1) The process of strategic planning (2) Strategic environmental management. (3) Management of short, medium, and long term plans. (4) Strategic organizational culture management. (5) Implementation of strategic management evaluation. This study uses a qualitative approach with a case study design. The data in this study were obtained from research informants, namely the head of the madrasah, the head of affairs, the deputy head of the madrasah. Research locations are Madrasah Aliyah Negeri Metro, Madrasah Aliyah Boarding School Muhammadiyah Metro and Madrasah Aliyah Mamba'ul Ulum Metro. The data collection techniques used were interviews, observation, and documentary studies. The research results obtained: (1) The strategic planning process includes the preparation of the vision, mission and objectives. Organizational goals are a description of the mission, and Mission is a statement used as a way to communicate the goals of an organization. (2) A strategy is needed to use strength to overcome threats or challenges, to use strength to take advantage of opportunities and a madrasah requires a strategy to use strengths to take advantage of opportunities. Strategies to reduce weaknesses to take advantage of opportunities, strategies to cover weaknesses by taking advantage of threats. Not all madrasah have strategies to reduce weaknesses to take advantage of opportunities. (3) Management, aspects of short, medium, and long term plans All elements make work programs based on their main tasks. (4) The management of strategic organizational culture includes the socialization of madrasah culture, closely related to the vision and mission of the madrasah principal, positive habits and values that bind all madrasah citizens. Rewards and punishments, Madrasah superior culture. (5) Implementation of strategic management evaluation includes monitoring, measuring performance, and taking corrective steps. Monitoring every aspect, be it learning activities, the performance of all elements on a regular basis. Evaluate the results of cooperation with external parties. Supervision by the head of Madrasah and supervision by Madrasah supervisors. Teacher performance appraisal document (PKG). School Self Evaluation (EDS) once a year by the school development team.

**Keywords:** Strategic management, Madrasah Aliyah Metro

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### INTRODUCTION

Madrasah Aliyah is an educational institution that is equivalent to a senior high school with Islamic characteristics which is managed and developed under the auspices of the Ministry of Religion of the Republic of Indonesia. As educational institutions that have Islamic characteristics, Madrasah play an

important role in the process of forming the personality of students, because through this Madrasah education parents expect their children to have two abilities at once, not only general knowledge (science and technology) but also personality and commitment. high regard for his religion. This condition certainly demands changes in the management of Madrasah. Madrasah not only have to prepare various resources to prepare their students to be religious, have religious behavior, but also have to prepare resources to make their students smart in various sciences, technology, sports and arts. Of course, this change will not be enough just to change the curriculum, but what is more important is to change the way all components of Madrasah think about the new Madrasah paradigm. This change in way of thinking will then affect changes in the various values in the Madrasah which will eventually also affect the change in Madrasah culture. With the ability to implement changes, Madrasah will have sufficient ability to become superior Madrasah.

The results of the initial pre-survey of Madrasah Aliyah Metro accreditation are described in the following table:

**Table 1.1** Madrasah Aliyah Metro Accreditation

No.	Accreditation	Total	Information
1.	A	2	MAN Metro, Darul A'mal
2.	B	3	<b>MABS, Tuma`ninah Yasin, Al-Muhsin</b>
3	C	2	Mambaul Ulum, Khusnul Khotimah
.4.	Not yet accredited	-	-
<b>Total</b>		<b>7</b>	

Description: Documentation of Madrasah Aliyah Metro Year 2019

According to Dadang Dally (2010:44) The obstacles that cause organizations to fail in implementing strategic plans are

- 1) Vision barriers, where not many people in the organization understand the organization's strategy,
- 2) People barriers, many people in the organization have goals <sup>8</sup> that are not related to the organization's strategy,
- 3 ) Constraints resources, time, energy, and money are not allocated to the things that are important in the organization,
- 4) management barriers, management spends too little time on organizational strategy and too much time on short-term tactical decision making

<sup>15</sup> According to Fred R. David (2011), "Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives." Fred R. David explained that the strategic management process consists of three stages, namely, formulating strategies, implementing strategies and evaluating strategies. The strategic formulation stage includes establishing a vision and mission, identifying opportunities and challenges faced by the organization from an external point of view, determining the weaknesses and strengths of the organization from an internal point of view, preparing long-term plans, making alternative strategies and selecting certain strategies that will be achieved. Strategy choice analysis can be done after identifying the strategic environment, in the form of a <sup>21</sup> SWOT analysis. SWOT stands for Strengths, Weaknesses, Opportunities and Threats (Strengths, Weaknesses, Opportunities, and Threats). The external environment has two variables, namely the chance (opportunity) and a chance (threats) and consists of two parts, namely the task environment and social environment. Furthermore, Sondang P. Siagian (2004:33) divides the external environment <sup>14</sup> into two parts, namely the near external environment and the distant external environment. The immediate external environment is an environment that has an impact on the organization's operational activities such as various strengths and conditions within the scope in which the organization operates, competitive situations, market situations and so on. While the remote external environment can be political, economic, technological, security, legal, socio-cultural, educational and the culture of the wider community which indirectly affects the operational activities of the organization.

From these two analyzes, a comprehensive picture of the situation and condition of the organization from various aspects, internal and external, can be obtained by starting from the results of the study of the situation and conditions and associated with the vision and mission of the madrasa. The purpose of environmental analysis is to be able to understand the organizational environment so that management will be able to react appropriately to any changes, in addition so that management has the <sup>14</sup> ability to respond to various critical issues regarding the environment that

have a strong enough influence on the company so that the creation of analysis and strategy choices will be appropriate. target. Environmental analysis is carried out by trying to balance the internal strengths and weaknesses of the organization with the opportunities and threats of the organization's external environment. According to Wheelen and Hunger in Solihin, one of the most enduring and widely used situational analysis tools by companies in formulating strategies is SWOT analysis. The results of SWOT analysis is to identify the distinctive competencies of the company comes from the resources and capabilities of the company as well as a number of opportunities that has not been used the company, for example as a result of deficiencies in the internal capability of companiesstage to implement a strategy requires a decision of the competent authority in taking decisions to set annual goals, make policies, motivate employees, and allocate available resources so that the formulated strategies can be implemented. At this stage, the development of cultural support strategies is carried out, planning an effective organizational structure, rearranging the marketing efforts carried out, preparing budgets, developing and utilizing information systems and linking employee compensation to organizational performance. Implementing strategy is often referred to as the "action stage" of strategic management. Strategy implementation has the intention of mobilizing employees and managers to translate the formulated strategy into action.

The strategy evaluation stage is the last stage in strategic management. Managers really need to know when a formulated strategy is not working well. Strategy evaluation has three fundamental activities, namely reviewing internal and external factors that form the basis for the current strategy, measuring performance and taking corrective steps.

Program performance will not succeed as expected if there is no match between the three elements of policy implementation. This is because if the program output does not match the needs of the target group, it is clear that the output cannot be utilized. If the program implementing organization does not have the ability to carry out the tasks required by the program, then the organization cannot properly deliver the program outputs. Or, if the requirements set by the program implementing organization cannot be met by the target group, then the target group will not receive the program output. Therefore, compatibility between the three elements of policy implementation is absolutely necessary so that the program runs according to the plan that has been made. Madrasah as educational institutions need to learn and have the initiative to improve customer satisfaction (students), because education is a process that influences each other and is continuous. A strategy is needed to win the competition between madrasah and to increase the acceleration of improving the quality and professionalism of madrasa management. The inability of madrasah to respond to external opportunities and threats will result in reduced competitiveness or hampered

achievement of madrasa performance. If this is allowed, it will threaten the continuity of the education unit concerned.

Madrasah Aliyah Metro in facing the developments and challenges of globalization, inevitably face various competitions between schools. Therefore, Madrasah Aliyah Metro is required to implement various superior strategies in dealing with competitors. One solution in responding to these challenges is the implementation of strategic management. Madrasa culture also has an effect on increasing student achievement and motivation to achieve, teacher attitudes and motivation as well as teacher productivity and job satisfaction. Teachers must be able to provide motivation and inspiration for students such as: arriving on time, being honest, and being disciplined in carrying out their duties as values and examples that must always be maintained in school life. School culture is the values that are firmly held by the school community, obtained from the school and the environment, and reflected in everyday life that characterizes a school (culture). School culture can be created through habituation. Good habits will produce a positive culture, and vice versa.

According to Syaiful Sagala (2008:111-113) <sup>11</sup> School culture is something that is built from the result of a meeting between the values adopted by the principal as a leader with the values held by teachers and employees. <sup>4</sup> Budaya schools can be created through habituation, the culture must be done to support the strategy teach set. The Madrasah Aliyah culture in Metro is professionalism, discipline, and responsibility. One of the uniqueness and advantages of a Madrasah is to have a school culture that is strong and still exists. A school must have a mission to create a school culture that is challenging and fun, fair, creative, integrated, and dedicated to achieving its vision, producing <sup>6</sup> high-quality graduates in their intellectual development and having the character of piety, honesty, creativity, being able to be an example, working hard, tolerant. and capable of leading, as well as responding to the challenges of developing human resources that can play a role in the development of science and technology and based on IMTAQ. <sup>4</sup> The quality of education produced is formed from hard work in the implementation of strategic management in accordance with the plans that have been set. The Head of Madrasah has <sup>4</sup> an important role by coordinating with related parties during the implementation of strategic management. These activities aim to ensure that the implementation can run effectively, efficiently, and according to the plan.

Barriers to the implementation of madrasa culture at Madrasah Aliyah Metro generally come from each individual person. The benefits obtained are that it will make it easier to achieve goals at the madrasa, as well as support the <sup>1</sup> vision, mission, and goals of the madrasa, and can improve the quality of education. According to Hadari Nawawi (2000:149) every Madrasah must have a mission to create a school culture towards <sup>4</sup> achieving the vision, mission, and goals of the madrasa. So that it

<sup>6</sup> can produce high-quality graduates in their intellectual development and can improve the quality of their education.

- <sup>5</sup> 1) The strategy evaluation stage is the last stage in strategic management. Managers really need to know when a formulated strategy is not working well. Strategy evaluation has <sup>8</sup> three fundamental activities, namely reviewing internal and external factors that form the basis for the current strategy, measuring performance and taking corrective steps. <sup>1</sup> Strategic management is a large-scale planning (called strategic planning) that is oriented towards the far future reach (vision), and is determined as a top management decision (decision that is fundamental and principal), in order to enable the organization to interact effectively (mission) in an effort to produce something (operational planning to produce goods or services and services) of quality, directed at optimizing the achievement of goals (strategic goals) and various goals (operational goals) of the organization.

The stages in strategic management consist of 3 parts, namely planning, implementation, and evaluation so that it can meet the characteristics of good quality education. Success in implementing strategic management will result in a high quality of education. The success of the head of Madrasah in Madrasah development efforts to improve the quality of Madrasahs is influenced by the inputs and processes that take place. Following the process of strategic management stages, madrasah can consider decisions, follow ups and choose the right strategy in dealing with developments and changes in the educational situation. So if the chart is described as follows:

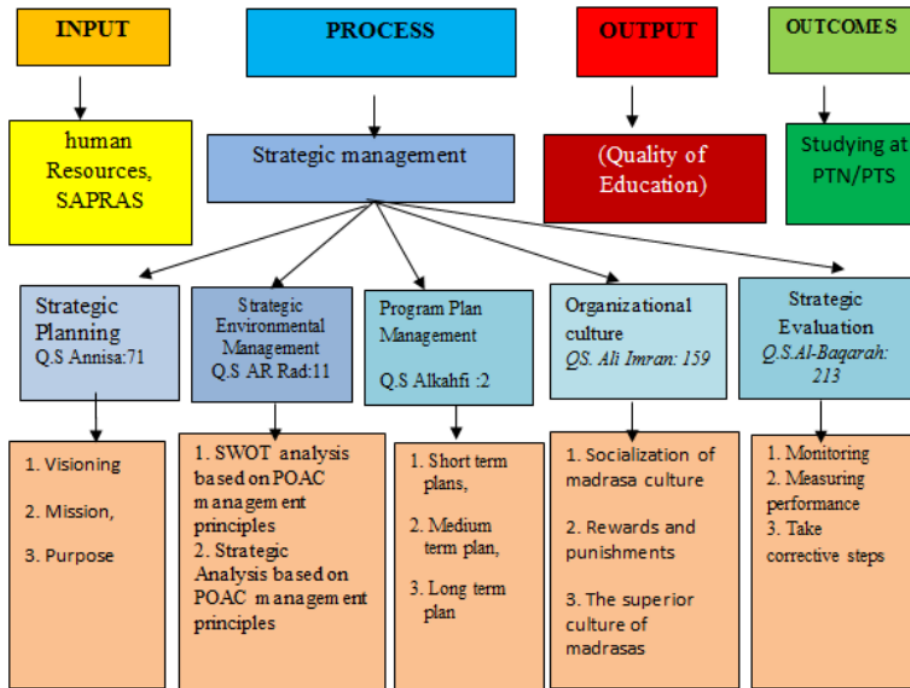


Figure 1. Mindset

Chart From the framework chart it is known that the input of this research is the availability of Madrasah resources such as Madrasah principals, teachers and staff who are professional in carrying out their duties, number of students, curriculum, and facilities. infrastructure that supports the student learning process. While the process carried out 1) Planning the vision and mission includes developing the vision, mission, and objectives 2) Strategic environmental management includes . SWOT and Strategic analysis based on POAC management principles. 3) Management, aspects of short, medium and long term plans. 4) Management of strategic organizational culture includes determining policies, developing culture, and allocating human resources. 5) Implementation of strategic management evaluation includes monitoring, measuring performance and taking corrective steps. Even in conditions full of uncertainty, a madrasa can achieve its organizational goals by implementing strategic management. Even though the head of the madrasa is the one who has the most role in strategic management, the head of the madrasa cannot separate himself from other deputy deputy levels, as well as the head of administration or the head of the laboratory. All must participate in formulating and implementing the decisions that have been taken, including controlling them. The output of Madrasah strategic management is the improvement of Madrasah quality. The quality of Madrasahs can be seen from the increase in the results of learning achievement achieved by students both in the academic and non-academic fields. The outcome of



this Madrasah development management is the number of students who after graduating from Madrasah Aliyah Metro Lampung can continue their education to State or Private Universities. Ara Hidayat and Imam Machali (2010:317) Evaluation is an activity to determine the level of program success. So that indicators will be found that lead to success or failure of achieving goals. The results of the evaluation become the basis for formulating alternative solutions that can improve weaknesses and increase success in the future. As a management function, evaluation serves to examine and determine the implementation of strategies that have been carried out in the process of achieving institutional goals. U. Saefullah (2003:40) by knowing errors or deficiencies, further improvements will be made appropriately because an appropriate solution has been found. Based on the explanation above, it encourages the author to try to examine the theme of strategic management and matters related to it and becomes the basis of the author's interest in researching "Strategic Management of Madrasah Aliyah (MA) Metro City". According to Hunger and Wheelen, Fred R. David, Arvind Platak in his book Husein Umar (2010: 18-21), the strategic management process consists of several parts, namely: mission, organizational goals, organizational strategy, environment, strategy and functional policies, programs, budget, and work procedures, evaluation and control.

Good vision Danim reveals several indicators of a good vision as follows:

- a) A vision that is able to stimulate creativity and is physically and psychologically meaningful for school principals, teachers, administrative staff, and school committee members.
- b) A vision that can foster togetherness and a collective search for principals, teachers, administrative staff, and school committee members to grow professionally.
- c) A vision that can reduce each egoistic-individual or egoistic-unit to a collegiate thinking format and work in ways that can
- d) accepted by others.
- e) A vision that is able to stimulate similarities in attitudes and traits in various differences in principals, teachers, administrative staff, and school committee members, while at the same time respecting differences and making those differences a potential for synergistic progress.

Husein Umar (2010: 87-88) mission is a description of the objectives to be achieved within a certain time, and is used as the main program of the madrasah. Komariah and Triatna mention the characteristics of the mission as follows:

- a) It is a general statement of the organization's intentions that is valid for a long period of time.
- b) Includes the philosophy adopted and used by the organization.
- c) Implicitly describes the image to be projected to the wider community.
- d) It is a reflection of the identity that you want to create, grow, and maintain.
- e) Shows production that is a mainstay.
- f) Clearly describe what needs are sought to satisfy customers.

According to Akdon (2011:144), the achievement of goals can be a benchmark for assessing organizational performance. The objectives have the following criteria:

- a) Goals must match and clarify mission, vision and values
- b) organization;
- c) Achieving goals will be able to fulfill or contribute to fulfilling the organization's mission, programs, and sub-programs
- d) The objectives will <sup>20</sup> reach the results of the internal/external environmental assessment and are prioritized, and may be developed in response to strategic issues.
- e) Goals tend to remain essentially unchanged unless the environment shifts, or in the case of strategic issues the desired outcome has been achieved.
- f) Goals are usually relatively long-term, i.e. at least three years or more. However, it is still adjusted to the level of organization, condition, position, and location.
- g) Goals must address the gap between current and desired service levels.
- h) Objectives describe the desired results of the program/sub program.

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- i) Goals describe a clear direction of the organization, program and sub-program, but do not set specific measures or strategies.
- j) Goals should be challenging, yet realistic and achievable.

Akdon (2011: 170) while the SWOT analysis includes:

- a) Strength(strength)is a condition in which the internal organisasimampu perform all their duties very well.
- b) Weakness(weakness)is a condition in which the internal organizations kurangmampu do their job properly due to insufficient means danprasarananya.
- c) Opportunity(opportunity)is a potential benefit that dapatdiraih by an organization that is still controlled by the competitor danmasih untouched by the parties or the external environment.
- d) Threats(threats)is a condition in which organisasimengalamikesulitan caused by other factors not lainadalah external environment, which if left unchecked then the organization akanmengalami trouble in the future.

**Table 2.** TOWS . Matrix

	<sup>19</sup> <b>STRENGTHS (S)</b>	<b>WEAKNESS (W)</b>
<b>OPPORTUNITIES (O)</b>	<b>SO Strategies</b>	<b>WO Strategies</b>
<b>THREATS (T)</b>	<b>ST Strategies</b>	<b>WT Strategies</b>

**Source:** quoted from Ismail Solihin, Strategic Management, (Bandung: Publisher Erlangga, 2012), p.170

Programming is a process elaboration of strategic initiatives into programs. The implementation of strategic initiatives requires systematic planning of the major steps that will be taken by the organization in the long term in the future along with an estimate of the resources needed to be obtained and efforts to carry out these steps. One of the <sup>13</sup> program implementation models is the model described by David C. Korten. This model uses a learning process approach and is better

known as the program implementation suitability model. Korten's conformity model is described as follows:

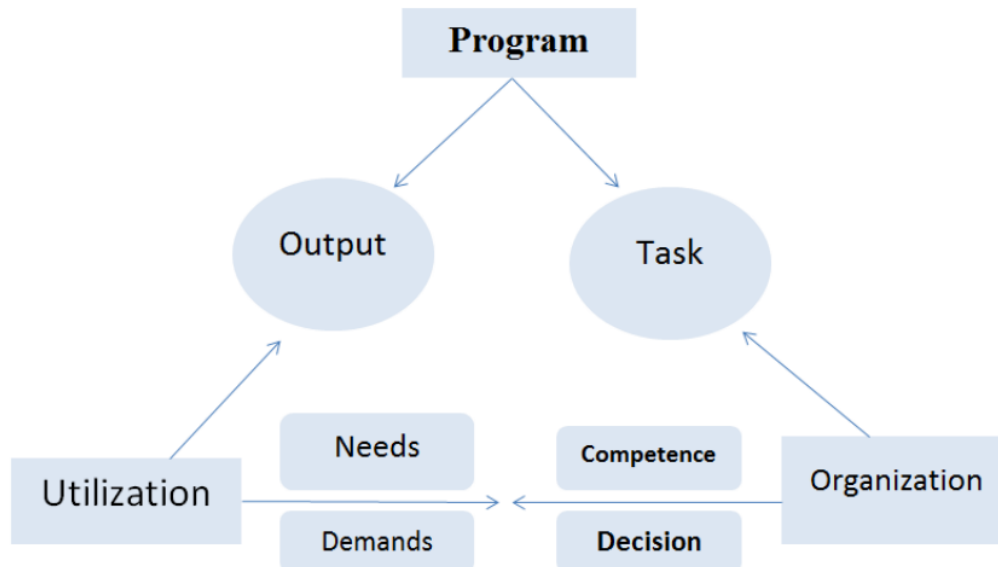


Figure 2. Source: Haedar Akib and Antonius Tarigan (2000: 12)

Implementation of the strategy includes the development of a supportive culture on the strategy. After the main strategy and long-term goals are set, the next process that is no less important is implementing the strategy in the form of action. This is because strategic management is a continuous process. It begins with strategy formulation, continues with implementation and then moves towards strategy review and refinement. Strategy implementation according to Hunger and Wheelen is the process by which management puts strategies and policies into action through the development of programs, budgets and procedures. More Syaiful Sagala (2008:111-113) explained that the strategy implementation process may include changes in the overall culture, structure and/or management system of the organization as a whole. Culture is the values, thoughts and symbols that influence the behavior, attitudes, beliefs, and habits of a person in an organization. School culture is something that is built from the result of a meeting between the values held by the principal as a leader and the values held by teachers and employees. Examples of culture in Islam are honest culture, the spirit of brotherhood, the spirit of helping, praying together, and others. Marhawati argues that school culture is the basis of interaction between all members of the school community, including:

- a) Values (trust, honesty, and transparency)
- b) Norms (rules and behavior that apply and are agreed upon by all members of the school community)
- c) Barnawi (2013: 3) habits that provide uniqueness or specificity to schools.
- d) Deal, et al in Barnawi (2013:109)<sup>12</sup> School culture is a set of values that underlie behavior, traditions, daily habits, and symbols practiced by principals, teachers, administrative officers, students, and the community around the school. Caldwell, et al (1992:88)<sup>23</sup> school culture is the hallmark, character or character, and image of the school in the wider community. While another definition states that a school's culture is 'the way we do things around here', school culture is a way of doing things around the school.

David Hunger and L. Wheelen assert that although evaluation is the last element of strategic management, it can pinpoint weaknesses in previous strategic implementations and encourage the whole process to be restarted. In order for the evaluation to run effectively, a manager must get clear, precise and unbiased feedback from his subordinates in the organization. Hunger and Wheelen describe the strategic management process as follows: Strategy evaluation is a process<sup>6</sup> aimed at ascertaining whether the strategic actions taken by the school are in accordance with the strategy formulation that has been made or determined.

The purpose of this study is to get an overview of strategic management at Madrasah Aliyah Metro. The following are in detail the research objectives to describe and analyze: (1) The process of strategic planning for Madrasah Aliyah Metro. (2) Management of the strategic environment of Madrasah Aliyah Metro. (3) Management of short, medium, and long term plans for Madrasah Aliyah Metro. (4) Management of the strategic organizational culture of Madrasah Aliyah Metro. (5) Implementation of strategic management evaluation of Madrasah Aliyah Metro.<sup>2</sup> This study uses a qualitative approach with a case study design. The data in this study were obtained from research informants, namely the head of the madrasa, the head of affairs, the deputy head of the madrasa. Research locations are Madrasah Aliyah Negeri Metro, Madrasah Aliyah Boarding School Muhammadiyah Metro and Madrasah Aliyah Mamba'ul Ulum Metro. The data collection techniques<sup>2</sup> used were interviews, observation, and documentary studies. The research results obtained: (1) The strategic planning process includes the preparation<sup>1</sup> of the vision, mission and objectives. Organizational goals are a description of the mission, and Mission is a statement used as a way to communicate the goals of an organization. (2) A strategy is needed to use strength to overcome threats or challenges, to use strength to take advantage of opportunities and a madrasah requires a

10

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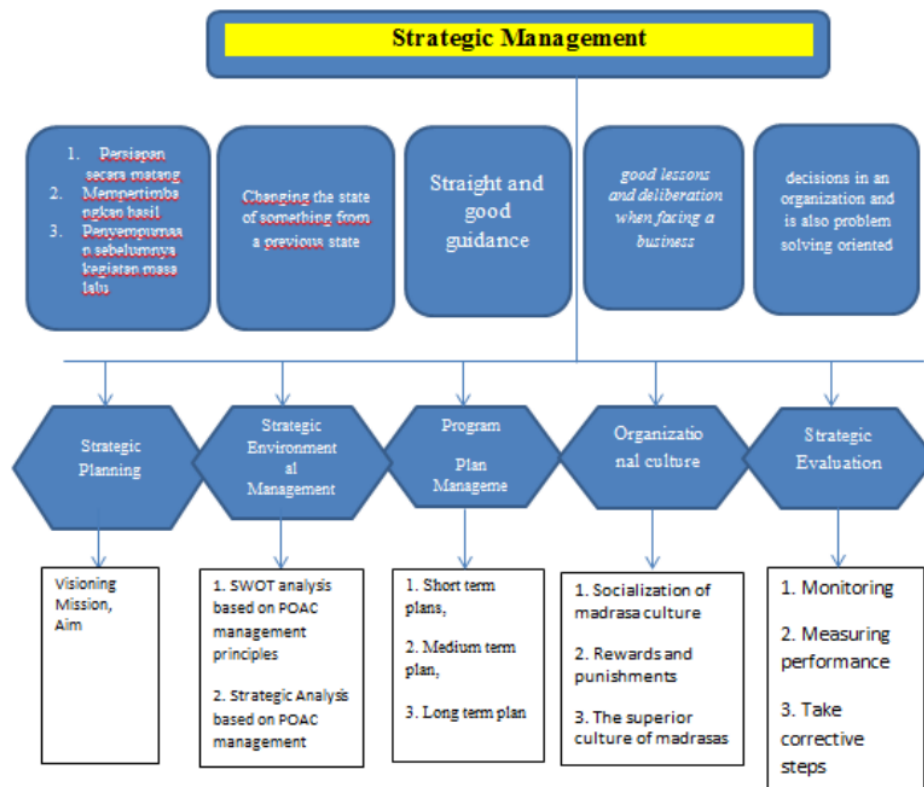


Figure 3. Strategic Management developed based on the Quraan and As-sunnah as well as the Theory of Fred R David, Wheleen

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