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**Reconstructing Strategic Management In Islamic Education Through Internal And External Environmental Analysis In The Global Era: A Study Of Khairu Ummah Nusra Integrated Islamic Educational Institution**

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**Keywords:**

strategic management, Islamic education, environmental analyses, global competitiveness, organizational cultures, SWOT analyses

**ABSTRACT**

This study aims to reconstruct strategic management in Islamic education through the analysis of internal and external environments in the global era. A qualitative approach with a case study design was employed at Khairu Ummah Nusra Integrated Islamic Educational Institution. Data were collected through in-depth interviews, observation, and documentation involving institutional leaders, teachers, staff, and parents. The data were analyzed using the interactive model of Miles and Huberman and supported by SWOT analysis.

The findings reveal that the internal environment shows strengths in human resource commitment and Islamic value-based organizational culture, while weaknesses are found in management systems and technological integration. The external environment provides opportunities through the increasing public demand for Islamic education but presents challenges in terms of institutional competition and rapid technological development. The study also finds that strategic management practices are still partially intuitive and not fully based on systematic environmental analysis.

This study concludes that reconstructing strategic management through a comprehensive analysis of internal and external factors is essential to enhance institutional competitiveness in the global era. The integration of Islamic values with modern strategic approaches becomes a key factor in strengthening the sustainability and adaptability of Islamic educational institutions.

## 1. Introduction

The rapid advancement of globalization has significantly influenced various sectors of human life, including education, particularly Islamic education. Globalization is characterized by the rapid flow of information, technological development, and cultural transformation, which directly affect educational systems and institutional practices. The increasing interconnectedness of societies has created new demands for educational institutions to adapt to global standards while maintaining local values. Therefore, Islamic educational institutions are required to respond strategically to remain relevant and competitive in an increasingly complex global environment.

In this context, Islamic educational institutions are expected to integrate global competencies with Islamic values in their management and learning processes. This integration is essential to ensure that institutions are able to maintain their identity while responding to modernization challenges. The dynamic nature of globalization also brings challenges related to cultural shifts, digital disruption, and the pressure to improve institutional quality. Consequently, the ability of Islamic educational institutions to adapt strategically becomes a key factor in determining their sustainability and competitiveness.

Strategic management plays a crucial role in enabling Islamic educational institutions to respond effectively to environmental changes. It is understood as a systematic process that involves strategy formulation, implementation, and evaluation to achieve organizational goals in a structured and adaptive manner. The application of strategic management allows institutions to align their internal resources with external opportunities and challenges. Therefore, strategic management becomes an essential approach to improving institutional performance and achieving long-term sustainability in Islamic education.

One of the most fundamental stages in strategic management is the analysis of internal and external environments. Internal factors such as human resources, leadership, organizational culture, and management systems significantly influence institutional strengths and weaknesses. Meanwhile, external factors including technological development, government policies, societal expectations, and institutional competition shape opportunities and threats faced by educational institutions. A comprehensive understanding of these factors is necessary to formulate effective and adaptive strategies.

In the Indonesian context, Islamic educational institutions face complex challenges arising from both internal and external conditions. Internal limitations such as inadequate human resources, weak institutional management, and limited technological integration continue to hinder institutional development. At the same time, external pressures such as increasing competition among institutions and rapid digital transformation require continuous innovation and adaptation. This situation highlights the urgency of strengthening strategic management practices based on a comprehensive environmental analysis.

Despite these challenges, the increasing public awareness of the importance of Islamic education provides significant opportunities for institutional growth. Educational institutions are increasingly expected to produce graduates who are not only religiously grounded but also

globally competitive. The use of analytical tools such as SWOT analysis enables institutions to identify strengths, weaknesses, opportunities, and threats in a systematic manner. Through this approach, institutions can formulate strategies that are more realistic, measurable, and aligned with environmental conditions.

Previous studies have emphasized the importance of strategic management in improving the quality and competitiveness of Islamic educational institutions. However, many of these studies remain conceptual and lack empirical exploration at the institutional level. Furthermore, limited research has examined how internal and external environmental analyses are systematically integrated into the reconstruction of strategic management practices. This gap indicates the need for empirical studies that provide a deeper understanding of strategic management implementation in specific institutional contexts.

Responding to this gap, this study aims to reconstruct strategic management in Islamic education through a comprehensive analysis of internal and external environments in the global era. This research focuses on Khairu Ummah Nusra Integrated Islamic Educational Institution as a case study to provide contextual and empirical insights into strategic management practices. The novelty of this study lies in its effort to integrate environmental analysis into a reconstruction framework of strategic management that bridges conceptual theory and institutional practice. This approach is expected to contribute both theoretically and practically to strengthening the competitiveness of Islamic educational institutions in the global era.

## **2. Method**

This study employs a qualitative research approach with a case study design to explore strategic management practices in Islamic educational institutions. A qualitative approach is considered appropriate because it allows for an in-depth understanding of social phenomena within their natural context. Case study research is used to investigate contemporary phenomena within real-life settings, particularly when the boundaries between the phenomenon and context are not clearly evident. Therefore, this method enables the researcher to capture the complexity of strategic management practices within a specific institutional context.

The research was conducted at Khairu Ummah Nusra Integrated Islamic Educational Institution, which was selected purposively due to its distinctive characteristics as an institution integrating Islamic values with global competencies. This type of purposive selection is commonly applied in qualitative research to ensure the relevance and richness of data sources. The institution represents a strategic case for examining how internal and external environmental factors influence educational management. Thus, the selection of this site supports the objective of obtaining contextual and in-depth empirical data.

The subjects of this study consist of key stakeholders involved in institutional management, including school leaders, teachers, administrative staff, and parents. The selection of participants was conducted using purposive sampling based on their roles and relevance to the research focus. In qualitative research, the emphasis is placed on the depth and quality of information rather than the number of participants. Therefore, involving various stakeholders allows for comprehensive insights into strategic management practices.

Data were collected using three main techniques: in-depth interviews, observation, and documentation. Interviews were conducted in a semi-structured manner to allow participants to express their perspectives more freely and comprehensively. Observation was used to examine real practices and institutional dynamics, while documentation provided supporting data from institutional records and reports. These multiple methods are employed to enhance the richness and validity of the data collected.

The data analysis in this study follows the interactive model of Miles and Huberman, which consists of data reduction, data display, and conclusion drawing. This model allows for continuous analysis throughout the research process, ensuring that emerging patterns and relationships are systematically identified. In addition, the analysis is strengthened by applying SWOT analysis to identify internal strengths and weaknesses as well as external opportunities and threats. The integration of these analytical approaches provides a comprehensive understanding of strategic management practices.

To ensure the validity and reliability of the findings, this study employs triangulation techniques, including data source triangulation and methodological triangulation. Triangulation is widely recognized as an effective strategy to enhance the credibility of qualitative research by comparing data from different perspectives. In addition, member checking was conducted to confirm the accuracy of the data with participants. These measures ensure that the research findings are trustworthy and reflect the actual conditions of the institution under study.

### **3. Results and Discussion**

#### **3.1 Internal Environment Analysis**

The internal environment of Khairu Ummah Nusra Integrated Islamic Educational Institution demonstrates significant strengths, particularly in the commitment and quality of its human resources. Human resource quality is widely recognized as a central factor influencing institutional effectiveness and educational outcomes in Islamic education. In this study, interview findings indicate that educators are not only academically competent but also possess strong religious commitment, as expressed by the principal: *“We recruit teachers who are not only academically capable but also have strong Islamic values and commitment.”* This alignment between professional competence and religious values strengthens the institutional foundation and supports sustainable development.

Furthermore, organizational culture plays a crucial role in shaping institutional performance and identity. The institution emphasizes a Qur’anic-based culture that fosters discipline, ethical behavior, and collective responsibility among its members. One of the teachers stated: *“Our daily activities are guided by Islamic values, which influence both teaching and student behavior.”* This indicates that organizational culture is not merely symbolic but actively implemented in daily practices. Strong organizational culture has been shown to enhance motivation, cohesion, and institutional resilience in educational settings.

However, despite these strengths, the institution still faces several internal weaknesses related to management systems. The absence of a fully structured management framework affects coordination, planning, and program monitoring. This is supported by an informant’s statement: *“We already have good programs, but sometimes coordination between units is not*

*optimal.*” Such limitations may lead to inefficiencies and hinder the effectiveness of strategic implementation. Therefore, strengthening institutional governance and management systems becomes a critical need.

Another major weakness identified is the limited integration of technology in both academic and administrative processes. In the context of globalization, digital transformation is a crucial element in improving the quality and efficiency of educational institutions. An informant mentioned: *“Facilities are adequate, but the use of digital technology in learning still needs to be improved.”* This finding indicates a gap between existing infrastructure and optimal technological utilization. Without adequate technological adaptation, institutions may face challenges in meeting global educational standards.

From a strategic management perspective, the combination of strong human resources and organizational culture represents a significant internal advantage that can be leveraged for institutional development. These strengths enable the institution to maintain its identity while adapting to external changes. However, weaknesses in managerial systems and technological readiness may limit institutional competitiveness in an increasingly digital and globalized environment. Therefore, balancing strengths and weaknesses becomes essential in designing effective strategic interventions.

Overall, the internal environment analysis reveals that the institution is strong in normative and cultural aspects but requires improvements in structural and technological dimensions. The integration of effective management systems and digital innovation is necessary to support institutional transformation. As emphasized by one administrator: *“We need to improve our systems so that all programs can run more effectively and measurably.”* This highlights the urgency of strategic reconstruction based on environmental analysis. Thus, internal environment analysis serves as a fundamental basis for strengthening strategic management in Islamic educational institutions.

### 3.2 External Environment Analysis

The external environment of Khairu Ummah Nusra Integrated Islamic Educational Institution is characterized by dynamic changes driven by globalization, technological advancements, and evolving societal expectations. Globalization has transformed education systems by increasing access to information and introducing new standards of quality and competitiveness. As a result, Islamic educational institutions are required to adapt to global developments while maintaining their religious identity. This condition makes external environmental analysis essential in determining institutional strategies.

One of the most significant opportunities identified in this study is the increasing public awareness and demand for Islamic-based education. Society is now more inclined to choose educational institutions that combine religious values with modern competencies. This is supported by an informant’s statement: *“Parents today prefer schools that integrate Islamic values with language skills and global competence.”* Such trends provide strategic opportunities for institutional growth and expansion.

However, alongside these opportunities, the institution also faces considerable challenges, particularly in terms of competition among educational institutions. The increasing number of similar institutions with more advanced facilities and technological capabilities creates a competitive educational landscape. One of the school leaders stated: *“Competition is getting*

*tighter, especially with schools that have already adopted digital technologies.*” This indicates that competition is not only based on values but also on technological and managerial superiority.

Another major external challenge is rapid technological development, which significantly affects educational practices. Digital transformation has become a necessity in modern education, influencing curriculum design, teaching methods, and administrative systems. An informant highlighted this issue by stating: *“We are aware that technology is important, but adapting to it is still a challenge for us.”* This suggests that technological readiness is a key factor in determining institutional competitiveness.

External factors such as government policies, socio-cultural dynamics, and economic conditions also play a crucial role in shaping the institutional environment. Changes in educational policies and regulations require institutions to continuously adjust their strategic direction. At the same time, socio-cultural changes influenced by globalization affect community expectations and student needs. Therefore, institutions must remain responsive to these environmental changes to sustain their relevance and effectiveness.

Overall, the external environment presents both opportunities and challenges that must be managed strategically. Opportunities such as increased demand for Islamic education can be leveraged to strengthen institutional positioning, while challenges such as competition and technological disruption require adaptive responses. As indicated by an administrator: *“We need to continuously evaluate external conditions so that our institution can keep up with changing times.”* This highlights the importance of integrating external environmental analysis into strategic management processes.

### 3.3 Strategic Formulation

The strategic formulation at Khairu Ummah Nusra Integrated Islamic Educational Institution is oriented toward integrating Islamic values with global competencies as a response to contemporary educational challenges. Strategic management literature emphasizes that effective strategy formulation must align institutional vision, mission, and environmental analysis to achieve long-term goals. In this institution, the vision reflects a commitment to producing graduates who are religiously grounded and globally competitive. This is supported by an informant’s statement: *“Our strategy focuses on combining Qur’anic values with global competencies such as language and technology.”*

The formulation process involves identifying internal strengths and weaknesses as well as external opportunities and threats, although it is not yet fully structured using formal analytical frameworks. SWOT analysis is widely recognized as an effective approach to systematically integrate environmental factors into strategic planning. However, the findings indicate that strategic decisions are often based on experiential knowledge rather than comprehensive data analysis. One administrator explained: *“We usually consider internal conditions and community needs before designing programs, but not through formal analysis.”*

From the internal perspective, strengths such as committed human resources and strong organizational culture are integrated into strategic priorities. These strengths support the formulation of programs focused on character building, religious values, and student discipline. At the same time, weaknesses such as limited technological capacity and management systems are recognized but not yet systematically addressed in strategic planning. This indicates that

strategy formulation still requires a more structured approach to fully optimize internal potential.

From the external perspective, opportunities such as increasing public demand for Islamic education are translated into strategies that emphasize institutional branding and curriculum development. Educational institutions are encouraged to align their strategies with societal expectations to enhance competitiveness. One informant stated: *“We see a growing demand for Islamic schools, so we strengthen our programs to meet parents’ expectations.”* However, external threats such as competition and technological disruption are not yet fully incorporated into formal strategic frameworks.

The absence of systematic analytical tools such as SWOT or PESTEL in the formulation process may limit the effectiveness of strategic decision-making. Strategic management theory highlights that structured analysis enables institutions to develop more objective, measurable, and sustainable strategies. Without such frameworks, strategies may become reactive rather than proactive. Therefore, adopting formal strategic analysis tools is essential for improving the quality of strategic formulation.

Overall, the findings suggest that strategic formulation at the institution is substantively relevant but methodologically underdeveloped. The strategies reflect a strong understanding of institutional values and contextual needs, yet lack systematic analytical grounding. As emphasized by an institutional leader: *“We already have clear goals, but we need more structured planning to achieve them effectively.”* Therefore, reconstructing strategic formulation based on comprehensive environmental analysis becomes necessary to enhance institutional competitiveness and sustainability in the global era.

### 3.4 Strategy Implementation

The implementation of strategic management at Khairu Ummah Nusra Integrated Islamic Educational Institution is manifested through various academic and non-academic programs that align with the institution’s vision and mission. Strategic implementation represents the stage where formulated strategies are translated into concrete actions and organizational practices. The institution emphasizes programs such as Qur’anic memorization (tahfidz), foreign language proficiency, and character development as its core strategic initiatives. These programs demonstrate the integration of Islamic values with global competencies as a practical realization of institutional strategy.

The effectiveness of strategy implementation is supported by the commitment of human resources, particularly teachers and administrative staff. Human resource engagement plays a crucial role in ensuring that strategic plans are executed consistently and effectively. One of the teachers stated: *“Our main focus is to ensure that every program reflects the institution’s vision, especially in character building and academic excellence.”* This reflects the alignment between individual roles and institutional objectives in the implementation process.

However, the implementation process is not without challenges, particularly in terms of resource limitations. Limited human resources and time constraints often affect the execution of planned programs. An administrative staff member noted: *“Sometimes programs are well designed, but their implementation is constrained by limited personnel and time.”* Such constraints may reduce the effectiveness and consistency of strategy implementation.

Therefore, resource management becomes a key factor in determining the success of strategic execution.

Another important issue in strategy implementation is organizational coordination. Effective coordination among various units within the institution is essential to ensure that strategic programs are implemented in a coherent and integrated manner. However, findings indicate that coordination among organizational units still requires improvement. One informant stated: *“Coordination between divisions sometimes becomes a challenge, especially when implementing cross-program activities.”* This highlights the need for stronger communication and coordination mechanisms.

From a strategic management perspective, successful implementation requires alignment between planning, organizational structure, leadership, and resource allocation. Inadequate coordination and limited resources can hinder the effectiveness of even well-formulated strategies. The integration of leadership and communication plays a significant role in ensuring that strategies are executed effectively across all levels of the organization. Therefore, strengthening leadership capacity and organizational systems is necessary to improve implementation outcomes.

Overall, the findings suggest that strategy implementation at the institution is substantively aligned with its strategic goals but still faces structural and managerial challenges. While programs have been successfully developed and implemented, their effectiveness is not yet optimal due to limitations in coordination and resources.<sup>11</sup> As expressed by a school leader: *“We already have many strategic programs, but we still need to improve the system to ensure optimal implementation.”* This indicates the need for reconstructing implementation strategies through systematic management improvements.

### 3.5 Evaluation And Strategic Control

The evaluation of strategic management at Khairu Ummah Nusra Integrated Islamic Educational Institution is conducted periodically through internal meetings and program reviews. Evaluation is a crucial stage in strategic management as it ensures that the implementation of strategies aligns with institutional goals and objectives. Regular evaluation helps identify strengths, weaknesses, and areas requiring improvement in program execution. One institutional leader stated: *“We conduct evaluations every semester to see whether our programs run as planned.”* This indicates that evaluation practices are already integrated into the institutional culture.

The evaluation process primarily focuses on assessing the implementation of academic and non-academic programs. It includes reviewing program outcomes, student performance, and organizational activities to ensure alignment with institutional objectives. Such evaluation practices are essential in maintaining the effectiveness of strategic implementation. However, the evaluation process remains largely qualitative and general, without the support of detailed measurement tools. This condition may limit the accuracy and objectivity of evaluation results.

One of the key limitations identified in the evaluation system is the absence of measurable performance indicators. In modern strategic management, the use of Key Performance Indicators (KPIs) is essential to ensure data-driven decision-making. An informant highlighted this issue by stating: *“Our evaluation is still general; we do not yet use specific measurable indicators.”* This indicates that the evaluation system has not yet fully adopted a performance-

based approach. Without clear indicators, it becomes difficult to measure the success of strategic programs objectively.

Another challenge in strategic control is the lack of systematic monitoring mechanisms that track program implementation continuously. Monitoring is an essential component of strategic control, as it allows institutions to detect problems early and take corrective actions. The absence of structured monitoring tools may reduce the effectiveness of evaluation processes. Therefore, strengthening monitoring systems is necessary to improve overall strategic control within the institution.

From a theoretical perspective, effective evaluation and control require the integration of performance measurement systems, continuous monitoring, and feedback mechanisms. Institutions that adopt structured evaluation systems are more likely to achieve strategic goals effectively and sustainably. In this case, the institution's evaluation practices reflect awareness of the importance of evaluation but still require methodological strengthening. Thus, developing a systematic evaluation framework becomes essential for improving strategic management effectiveness.

Overall, the findings indicate that evaluation and strategic control at Khairu Ummah Nusra are implemented regularly but not yet fully optimized. While evaluation activities are conducted consistently, they are not supported by measurable indicators and systematic monitoring systems. As expressed by one administrator: *"We need a more structured evaluation system so that our programs can be measured more clearly."* This highlights the need for reconstructing evaluation and control mechanisms based on performance measurement and systematic analysis.

### 3.6 Comparative Discussion With Previous Studies

The findings of this study are consistent with previous research that emphasizes the importance of strategic management in improving the quality and competitiveness of Islamic educational institutions. Strategic management has been widely recognized as a systematic approach that integrates planning, implementation, and evaluation processes to achieve institutional goals effectively. The results of this study confirm that internal and external environmental analysis plays a crucial role in determining institutional strategies. These findings align with Syamrina et al., who argue that strategic environmental analysis helps institutions identify strengths, weaknesses, opportunities, and threats that influence institutional sustainability.

However, this study provides a more empirical and contextual contribution compared to previous studies, which are generally conceptual in nature. Many earlier studies focus on theoretical frameworks of strategic management without deeply exploring its practical implementation at the institutional level. In contrast, this research reveals how strategic management is actually practiced in a specific Islamic educational institution through qualitative data obtained from interviews and observations. This empirical approach strengthens the validity of findings and provides a more realistic understanding of strategic management in practice.

In terms of internal environment analysis, this study confirms previous findings that human resources and organizational culture are key determinants of institutional success. Previous research has shown that the effectiveness of Islamic educational institutions largely depends

on the quality of educators and the strength of organizational values. The findings of this study support this argument, particularly through evidence that teacher commitment and Islamic-based culture significantly contribute to institutional development. However, this study extends previous findings by highlighting the gap between normative strengths and structural weaknesses, particularly in technological readiness and management systems.

Regarding external environment analysis, the findings of this study are also consistent with previous research that emphasizes the role of globalization, technological advancement, and societal expectations as key external factors influencing educational institutions. Globalization has been widely recognized as both an opportunity and a challenge for Islamic education. This study confirms that increasing public demand for Islamic education is a significant opportunity. At the same time, it adds new insights by showing that technological competition has become a dominant external pressure that directly influences institutional strategy.

In the context of strategic formulation and implementation, this study provides findings that differ from several previous studies. While many studies assume that institutions apply systematic strategic planning frameworks, the findings of this research indicate that strategy formulation remains largely intuitive. This suggests a gap between theoretical expectations and practical realities in Islamic educational institutions. Furthermore, the implementation of strategy, although aligned with institutional goals, is still constrained by limited resources and coordination challenges, which are rarely emphasized in conceptual studies.

Based on these comparative findings, this study offers a unique contribution by bridging the gap between theoretical concepts and empirical practices of strategic management in Islamic education. It provides a more comprehensive understanding of how environmental analysis is applied in real institutional contexts. Therefore, this study not only confirms existing theories but also extends them by highlighting practical challenges and proposing the need for reconstructing strategic management based on systematic environmental analysis.

#### 4. CONCLUSION

The findings of this study confirm that the effectiveness of strategic management in Islamic educational institutions is strongly influenced by the integration of internal and external environmental analysis. The internal environment of Khairu Ummah Nusra Integrated Islamic Educational Institution demonstrates significant strengths in terms of human resource commitment and organizational culture grounded in Islamic values. These strengths provide a solid normative foundation for institutional development and sustainability. However, weaknesses in management systems and technological integration indicate the need for structural and digital transformation to enhance institutional performance.

From the external perspective, this study reveals that the institution operates within a dynamic and competitive environment shaped by globalization, technological advancement, and changing societal expectations. Opportunities arise from the increasing public demand for Islamic education that integrates religious values with global competencies. At the same time, challenges such as institutional competition and rapid digital transformation require continuous innovation and adaptability. This dual condition highlights the importance of adopting a proactive and strategic approach in managing external environmental dynamics.

In terms of strategic formulation, the institution has demonstrated an orientation toward integrating Islamic values with modern competencies, particularly in curriculum development

and institutional vision. However, the formulation process remains largely intuitive and not fully supported by systematic analytical frameworks such as SWOT or PESTEL. This limitation reduces the potential effectiveness of long-term planning and strategic decision-making. Therefore, strengthening the methodological aspects of strategy formulation becomes essential for improving institutional competitiveness.

The implementation of strategic management at the institution has been carried out through various concrete programs, including Qur'anic education, language development, and character-building activities. These programs reflect a strong alignment between institutional vision and operational practices. Nevertheless, implementation still faces challenges related to limited resources, coordination, and organizational capacity. Similarly, the evaluation process, although conducted regularly, has not yet been supported by measurable performance indicators and systematic monitoring systems. This indicates that the strategic management cycle has not been fully optimized.

Overall, this study concludes that reconstructing strategic management in Islamic education requires a comprehensive and systematic approach that integrates environmental analysis with structured implementation and evaluation. Theoretically, this study contributes to the development of strategic management in Islamic education by emphasizing the importance of environmental integration in strategic processes. Practically, the findings suggest that Islamic educational institutions need to strengthen internal systems, adopt data-driven strategic planning, and develop performance-based evaluation mechanisms to enhance competitiveness in the global era.

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