

# Strategic Planning Study the Improvement of Education Organization Capacity : Case Study at At-Taqwa Gumawang Foundation

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## Abstract:

The purpose of this study focuses on the study of organisational development, including resources aspect, organisational management capacity *aspect* and strategic planning aspect. This study is a qualitative descriptive study with the phenomenological approach. This study was conducted at At-Taqwa Gumawang Foundation, Belitang District, East OKU Regency, South Sumatra Province. The strategic planning that implemented At-Taqwa Gumawang Foundation to improve organisational capacity is not much different from other Islamic foundations, both the formulation of vision and mission, SWOT analysis, long-term goals and the determination of alternative strategic plans to be implemented. However, after better observation conducted, it turns out that what differentiates At-Taqwa Gumawang Foundation 's strategic plan from others is the scope of objectives and attention to planning. The strategic planning of the At-Taqwa Gumawang Foundation is not only for the world but also for the hereafter and to gain the pleasure of Allah SWT. (This is explicit, hidden, not released or written purpose). It can be known by looking at the sincerity of foundation trustees (chairman, secretary and treasurer of foundation). In managing the foundation, they do not want not to be paid despite their incredible effort for raising foundation.

**Keywords:** Strategic planning, organisational capacity.

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## I. INTRODUCTION

Organisational capacity improvement is not easy; it requires many capabilities related to, especially strategic management so that not all organisations can improve organisational capacity. One organisation that can develop its capacity well is At-Taqwa Gumawang Foundation. This foundation was originally an educational foundation in Gumawang Village, but currently, this foundation can establish and expand management in the education sector by creating public schools, from kindergarten level up to Vocational High Schools, and also expanded into establishing hospitals, polyclinics, laboratory. The

social sector of humanity became the next field of managing, and not forgetting the religious side with the presence of Gumawang Great Mosque. This foundation gets the best title in South Sumatra Province due to its management. Despite good management, it is not a guarantee that the organisation will develop continuously, rather it becomes a challenge to maintain and to improve the organisation's capacity.

Organisational capacity is the ability to be effective. It is about the ability to maintain the highest level of working performance, to reach their goals (having the ability to compete in commercial business, deliver a result, and fulfil

stakeholders needs) [1]. The resource capacity is "hard capacities" of an organisation, such as infrastructure, technology, finance, and staff. The management capacity is concerned with creating various conditions in which goals are made and achieved, including: planning, setting goals, determining responsibility, leadership, allocating various resources, motivating and supervising the organization's human resources, and maintaining relationships with the organization's network [2]. The various activities in organizational management capacity can be grouped into three groups, such as strategic leadership, program and process management, also networking and collaboration [3]. Djam'an Satori, and Aan Komariah in their study entitled Strategy 4 CS in Leadership Practices to Improve Organizational Management Capacity shows that in building leadership capacity to build individual capacity and organizational capacity a 4CS strategy is needed namely *performance (casing), communicating, competencies, contributions and sample*, so that an effective and efficient organizational management capacity is obtained [4]. Furthermore, the study of Ningrum Fauziah Yusuf about organisational capacity in the improvement of Islamic school quality in Indonesia states that generally, effective and efficient organisational capacity supported by good human resources, facilities, finance, technology, strategic leadership, good planning and management process, and the good cooperation among organisations [5].

Some of the previous studies show that management capacity is crucial to develop organisational capacity and improve management capacity in a leadership capacity. Organizational issues viewed from organizational capacity can be identified from the strategic components of organizational organizing, i.e. organizational facilities, organizational costs, and organizational management. The effective achievement of organizational objectives will be influenced by a few of these strategic components have the capacity to achieve organizational objectives and where this capacity is developed to respond to functions and problems Facing the organization.

As an organization, the At-Taqwa Gumawang Foundation is one of the foundations that the author considers as a successful foundation in

increasing its organizational capacity. The success is certainly not detached from its strategic management. Therefore, the author considers it important to conduct research on this matter in order to obtain information about strategic management at the At-Taqwa Gumawang Foundation to be disseminated, so it is expected to be ahead of other Islamic foundations as well Can follow in his footsteps, in the end no Islamic organization can not thrive.

This study has the same scope with previous studies, focus on improving organisational capacity, but this study tries to limit the study of organisational capacity development on resource capacity and organisational management capacity with strategic planning. The use of this study besides being the basis for the development of scientific management strategies, it is also useful for the development of organisational quality that supports human resources to improve the country. Organisational capacity development can be identified from two sides, such as the capacity of organisational resources and organisational management capacity. It is due to this study have the plan to analyse strategic planning in the organizational capacity improvement of At-Taqwa Gumawang Foundation.

## II. METHODE

This study is a qualitative descriptive study using a phenomenological approach. According to Creswell, the phenomenological approach studies conducted data collection by participant observation to determine the participants' essential features in their life experiences [6]. This study was conducted at At-Taqwa Gumawang Foundation Belitang District, East OKU Regency, South Sumatra Province. In this study, there were two data types to be taken, such as primary data, taken from interviews and observations of studies and secondary data taken from intermediary media or indirectly, in the form of notes, archives/documents, photographs, and objects used to supplement primary data. In determining the informants, the technique of *snowball sampling* was conducted. The informants in this study are the Chairman of Foundation, the Secretary of Foundation, the Treasurer of Foundation, the Chairman of Business Field, and

the Supervisor of Foundation. The data collection techniques used in this study were interview, observation, and documentation techniques. Data analysis techniques used in this study is *cross-cases analysis*. The checking of data validity in this study through 4 stages, to overcome the need to check the validity of qualitative data through ; (1) trust; (2) disputes; (3) dependence (4) certainty [7].

### III. RESULTS AND DISCUSSION

The improvement of organisational capacity at At-Taqwa Gumawang Foundation is more focused on the physical, productivity, and human resources aspects. In the physical aspect, they expand buildings and facilities/infrastructure. In the productivity field, they improve health and education services to community both in quantity and quality. For example, health services to society through the At-Taqwa Gumawang hospital. In terms of quantity, they improve the capacity of to patients, such as additional number of patient rooms. In terms of quality, the At-Taqwa Gumawang Foundation hospital improves services for patients, which is fast and appropriate action services. Service to the community in the field of education, in terms of quantity, the foundation put the effort to improve based on community needs, for example by enhancing the number of schools, add the number of teachers, departments, and the number of students. In terms of quality, the foundation is also focused on improving the quality of services to the community, for example, through enhancing learning services for students in various activity programs. The capacity building in the field of human resources in the form of enhancing expertise, skills and knowledge of personnel through training education, promotion, and transfer of employees.

Moreover, related to Strategic Planning for Organizational Capacity Building at At-Taqwa Gumawang Foundation, Belitang District, East OKU Regency, South Sumatra Province can be seen based on several things. The strategic planning is part of strategy management. The strategic plan is the primary organisational intervention to develop a shared vision of your future and the values, culture, and business

strategy needed to be implemented and managed to get you there [8,9]. Besides, strategic planning can also be interpreted as "selection of organisational goals; determining the strategies, policies and strategic programs needed for these goals; and determining the methods needed to ensure that the strategies and policies have been implemented" [10,11]. The stages of strategic planning, according to Sondang are as follows:

1. Identifying future environment and determine mission to reach the vision at that place.
2. Analysing internal and external factors to know strengths and weakness, opportunity and threat that the institution will face in the future.
3. Formulate the key success factors of strategies based on previous analysis.
4. Determine realistic goals and target, evaluate many alternative strategies by considering resources and external condition.
5. Choosing the best strategy to reach short-term and long-term goals. [1]

In this study, the analysis of strategic planning by the foundation will be focus on the formulation of Vision and Mission, internal audit (interpretation of the strengths and weaknesses of the foundation), external review (analysis of the threats and opportunities of the foundation), long-term goals and setting strategic plans. The findings show these following results :

*Firstly*, the formulation of the Vision and Mission of the At-Taqwa Gumawang Foundation was last carried out on November 8, 2016, at the foundation's office. The vision and mission are formulated through deliberations that involve the foundation's management, the foundation's supervisors, the foundation's supervisors, and business charity leaders and have been socialised to all members of the organisation with the democratic approach and are open to refinement and obtaining participation from anyone. The vision and mission formulation that is produced is inspirational, has an orientation to the future, the formulation is concise, concise and easy to remember, attractive to all members of the organization and other relevant parties, also providing a clear strategy of direction and focus.

*Secondly*, an internal audit (analysis of the strengths and weaknesses of the foundation) at the

At-Taqwa Gumawang Foundation was carried out by a team consisting of Foundation Supervisors, foundation administrators, and foundation supervisors on November 16-18, 2016 at Foundation's office. Internal audit results show that the strength possessed by the At-Taqwa Gumawang Foundation currently based on the business owned such as hospitals, schools, trustees who are sincere and persistent in fighting, and also competent employees and loyal to the foundation. Meanwhile, the weakness is coordination among the heads of business fields.

*Thirdly*, an external audit (analysis of threats and opportunities) at At-Taqwa Gumawang Foundation was last carried out on November 16-18, 2016 at the Foundation's office by a team consisting of Foundation Supervisors, foundation administrators, and foundation builders. According to external audit result, it is known that the threats faced by the At-Taqwa Education Foundation today including the existence of other foundations both Islamic and non-Islamic foundations, especially those who have business fields as At-Taqwa Gumawang Foundation, for example in the education sector and health. In the field of education, there are currently many public and private schools in East OKU. Meanwhile, in the health sector, health clinics are starting to emerge, joint doctor practices, midwives practice, and especially there are two regional hospitals and a charity hospital. Moreover, the opportunities are providing the best services to the community. Even though there are many schools and health service providers, the community will still need the best services, so providing the best service to the community is the best opportunity. In addition, the absence of a Logistic Transition College in East OKU, the absence of a special boarding school for poor children, and the absence of an Islamic Center in East OKU are also opportunities.

*Fourthly*, the formulation of the long-term goal of At-Taqwa Gumawang Foundation is quite good. The formulation of the foundation's long-term goals is carried out through deliberations involving foundation administrators, foundation builders, and foundation supervisors. The long-term goals were formulated in a meeting on November 23, 2016 member at office.

*Fifthly*, At-Taqwa Gumawang Foundation's

Organizational Capacity Development Strategy Plan was carried out by the Chairperson of the Foundation, while the formulation was carried out by deliberation at the Foundation's Office on December 5, 2016, which involved the foundation's management and the foundation's business head. The choice of the Strategic Plan determined to improve the capacity of the At-Taqwa Gumawang Foundation is SO strategic and WT strategic. Determination of such a strategic plan based on the vision and mission that has been formulated and the results of the analysis of the strengths, weaknesses, opportunities and threat that exist, and also the long-term goals of the foundation. This is done by considering that the determination of the strategic plan is an important part of strategic management before implementation and evaluation so that goals can be achieved.

It can be asserted that At-Taqwa Gumawang Foundation, a well-developed Islamic foundation, if at a glance, its strategic planning in improving the organizational capacity is not much different from the Islamic foundations Other, good formulation of mission vision, SWOT analysis, long-term goals or alternative determination of strategic plan to be conducted. But after being noticed and understood deeply, it turns out that distinguishing the strategic plan of At-Taqwa Gumawang Foundation from the Strategic plan of another organization or foundation is located at the scope of purpose and attention to the target plan. The strategic planning of At-Taqwa Gumawang Foundation is not only for the success of the world (worldly profit) but also for the benefit of the Hereafter (benefit Ukhrawi) and to achieve the pleasure of Allah SWT (This is the purpose of emplit, hidden, not born or written). This is evident from the attitude of the trustees of the Foundation (Chairman, Secretary and Treasurer Foundation). They are really sincere in managing the foundation, not willing to be paid or given facilities in the form of any material from the foundation despite their extraordinary struggle for the foundation.

#### IV. CONCLUSION

The strategic planning that implemented At-Taqwa Gumawang Foundation to improve organizational capacity is not much different from



other Islamic foundations, both the formulation of vision and mission, SWOT analysis, long-term goals and the determination of alternative strategic plans to be implemented. However, after better observation conducted, it turns out that what differentiates At-Taqwa Gumawang Foundation's strategic plan from others is the scope of objectives and attention to planning. The strategic planning of the At-Taqwa Gumawang Foundation is not only for the world but also for the hereafter and to gain the pleasure of Allah SWT. (This is explicit, hidden, not released or written purpose). It can be known by looking at the sincerity of foundation trustees (chairman, secretary and treasurer of foundation). In managing the foundation, they do not want not to be paid despite their incredible effort for raising foundation. The findings of the study also show that the foundation develops well because it had the trust and support from the community. On the contrary, if the foundation's management is not sincere in managing the foundation or materialistic at the foundation, the foundation can not develop properly.

The suggestions that can be given based on the findings are:

1. To the stakeholders of At-Taqwa Gumawang Foundation, including trustees, supervisors, board, managers, and business heads, despite generally the strategic planning to improve the organisation is quite good, but it is necessary to continue formulating and determining a better strategic plan. It is due to the success of strategic plan of organization can also be affected by planning means if they have good planning and implementation, so the outcome will be good. Something without organized planning is unlikely to have good result. The improvement of coordination among business heads is needed.
2. To the managers of other Islamic organisations or foundations, especially those in the East OKU Regency and others, well-preparation and good strategic plan are needed so that the organisation or foundation can develop properly. Moreover, managing an Islamic organisation or foundation must be intended because it seeks the pleasure of Allah and solely to revive and raise the

organisation or foundation, not to have material things through the organisation or foundation. This needs to be done so that the community can trust, response and fully support.

3. To the reader, it is good to give useful things for the development or improvement of the capacity of Islamic organisations/foundations so that all Islamic organisations/foundations can develop better, no more closed Islamic organisations or foundations.

To the researchers who develop this study in the future, the assessment on the implementation of control and evaluation of the management strategy of At-Taqwa Gumawang Foundation is needed to improve organisational capacity. It can be done to have continuity and associate with this study that only assesses the strategic planning part, not the level of implementation and control or evaluation.

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