

Surya Buana Senior High School Strategy in Facing Competition in The Era of Globalization

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Abstract: This study aims to describe the existence of an educational strategy for Surya Buana Senior High School in facing competition in the era of globalization. Researchers used qualitative methods with a descriptive approach. The research results found are the educational strategies of Surya Buana Senior High School, including: (a) analyzing the internal and external environment through a SWOT analysis; (b) Formulating the vision and mission of educational institutions; (c) Determine the long-term and short-term goals of the educational organization; (d) Designing policies in educational institutions for decision-making processes; (e) Planning strategic programs of educational organizations; and (f) The design of each implementation process

Keywords: educational strategic management, educational strategy, educational institution competition, globalization era

INTRODUCTION

Education is closely related to the globalization that occurs throughout the world and cannot make the globalization process only as a relationship. In this era of globalization, the State of Indonesia must also be able to reform each of its educational processes to create various kinds of comprehensive and flexible education systems, so that graduates or alumni of educational institutions can effectively take part in the global democratic society (Rusniati, 2015). Education should be designed and planned to allow students who always develop their potential innovatively and creatively in an atmosphere full of freedom, togetherness and responsibility.

In education, many graduates must be able to understand society with all the factors that can support success or the barrier factors that cause failure in social life. One alternative that can be done is to develop an education with a global perspective. The world of education should always try to make the best use of the development of the globalization era for the social, economic, political and cultural

progress of the nation through cooperation and the use of information and communication technology (Ameen et al., 2018).

The current era of globalization really needs preparation in facing the various competitions in global life. Competition in education has consequences which must be met by the Indonesian generation, including intelligence, resilience, resilience, innovation and so on (Tolchah & Mu'ammam, 2019). In order not to fall into too far a gap and to be ready to face various kinds of global competition, it is necessary to design or plan significant forms of educational efforts or strategies to save the younger generation as a substitute for the Indonesian nation.

Globalization and educational reform are very important in the discourse and policies of many educational institutions across national and international levels (Zajda, 2005). More and more countries around the world have concluded that the era of globalization has a special approach to education and organizational policies that are used for learning and teaching as one of the main lines of attack on some of the main problems that need to be addressed in the future. At Surya Buana Senior High School Malang, he also emphasized the existence of competition between educational institutions in the era of globalization which requires organizations to be able to design educational strategies.

Surya Buana Senior High School educational institution is one of the schools in Malang City that considers the development of globalization in its implementation process. The problem experienced by Surya Buana Senior High School Malang in the current era of globalization is the increasingly intense competition that occurs between educational institutions to obtain students. Competition map in high school level education in the era of globalization is certainly growing with a fairly high percentage. That is what makes Surya Buana Senior High School Malang have to formulate and plan a strategic management and create a series of strategic programs in education (Hasan Argadinata et al., 2020; Hasan Argadinata & Putri, 2017).

Implementation in educational strategic management can help institutions know the current condition of educational institutions, then formulate strategies, processes and implementation procedures, and analyze the effectiveness of the applied management strategies (Fadhli, 2020). Educational strategy can be interpreted as a pattern of behavior that is not sufficient to just say a plan, but requires a partial definition that includes the results of the organizational behavior pattern (Afandi, 2019). The formulation of a good strategy will be able to provide an overview of the main patterns of action and patterns of decision making that are selected to realize the goals of educational institutions.

In this regard, the solution that can be offered is the implementation of educational strategic management, namely by making a profile formulation of educational institutions based on the results of a SWOT analysis where it is used to analyze the internal and external parts of Surya Buana Senior High School Malang (H Argadinata & Supriyanto, 2020). The formulation of the vision and mission of the organization and the determination of long-term and short-term goals must also be formulated so that educational institutions have clear targets for the future. The implementation of the Surya Buana

Senior High School Malang strategic program must also be detailed in depth and adjusted to any policies contained in the educational institution.

METHOD

This research uses qualitative methods with a descriptive approach. Qualitative research is a study that places researchers as a key instrument, data collection techniques that are carried out by combining and data analysis is inductive (Sugiyono, 2013). The rationale used in this method is because researchers want to know in depth about existing phenomena and under natural conditions. In addition, researchers need to directly plunge directly into the field with research objects so that this type of descriptive qualitative research is more appropriate.

In accordance with the problem that is the main focus in this study is a descriptive picture of the Solar Education Strategy of Senior High School in Facing Competition in the Era of Globalization, researchers use a qualitative approach by describing the data obtained as the result of a study. In addition, it is also supported by data sources obtained from journals, books, and also trusted websites. So, the researcher will get the data as a whole and can be described clearly according to the conditions obtained.

RESULTS AND DISCUSSION

The first stage in the SWOT analysis is to analyze internal and external issues at Surya Buana Senior High School Malang. So to be able to compete, schools must be able to increase the achievement and prestige of the school. One of the initial efforts that must be made by a school or madrasah is to recognize the strengths and weaknesses of the school, both in school management, the facilities that must be provided by the school, to the teaching methods of its teachers, as well as programs and goals that must be achieved in a school (Hasan Argadinata, 2020). Schools also have to know what things they might develop in the future so that the school can become a favorite school and even become a superior. In addition, schools must be able to recognize any threats in the present or future that can damage the existence and usefulness of the school in society (Susilawati & Harun, 2017).

One way to identify the strengths, weaknesses, opportunities and threats of each school is to use a SWOT analysis (Strengths, Weaknesses, Opportunities, and Attacks). According to Ferrel and Harline (2021), SWOT analysis plays a role in extracting information from a situation analysis and distinguishing between internal problems (strengths and weaknesses) and external problems (opportunities and threats). The SWOT analysis will explain whether this information represents something that will help the organization achieve its goals, or if there are barriers to be reduced or reduced to achieving the desired revenue (Meilinda, 2020).

As for the SWOT analysis, we observe the education process carried out by Surya Buana Senior High School Malang, the infrastructure, as well as the policies and programs implemented by

the school. After being examined, several internal and external factors in SWOT were found which are useful for compiling a strategy for Surya Buana Senior High School in facing competition in the era of globalization (Hasan Argadinata & Gunawan, 2019).

Internal Factors

Strength (S)

The strengths possessed by Surya Buana Senior High School based on the results of our observations can be described as follows: a) there are 50% of teachers who already have a double degree in their field linearly, so in this case, it is a positive point for Surya Buana Senior High School in providing maximum service to students because it has been supported by teaching staff who are competent in their fields. b) there is an Islamic curriculum that is integrated with general education, thus in addition to learning general subject matter, Surya Buana Senior High School students are also provided with Islamic material such as the al-Qur'an memorization program, morning moral motivation, and dhuha prayer in congregation which is held before learning in class c) Tryout system, habituation of tryouts since the early grades which are useful for strengthening the learning experience and improving student learning outcomes.

Weakness (S)

The most dominant weakness of Surya Buana Senior High School that we observed is a) Buildings that are still temporary, so this causes many enthusiastic new learners to reluctant to attend Surya Buana Senior High School, unfortunately. b) The cost of education is quite expensive but not balanced with good facilities and infrastructure facilities, with the fairly expensive costs set by the Foundation making the promotion of Surya Buana Senior High School Malang less smooth, many teachers are struggling to promote and attract many students. c) Geographical location is less strategic, located in a valley in the village of besuki coral sub-district of Malang city make Surya Buana Senior High School healed and not many people know.

External Factors

Opportunities (O)

Opportunities that can be taken advantage of by Surya Buana Senior High School include: a) the existence of guardians of students who are familiar with the programs run at Surya Buana, so that Surya Buana Senior High School often benefits from guardians of students from previous levels (MTS Surya Buana) who enrolled their children at Surya Buana Senior High School because of these factors. b) the existence of a program from the leadership of the foundation to support each other among the institutions under the auspices of the Bahana Cita Persada Foundation Malang, This step has proven to be quite effective with the strategy of teachers and leaders of the Institute to be given the opportunity

to socialize students to continue in the world. c) there is a community of guardians of students. The existence of this community is sufficient to have an impact on attracting prospective new students by means of word of mouth.

Threat (T)

The number of varied schools at the high school level in Malang City makes a threat to the poor Surya Buana Senior High School to spread its wings even wider. As we describe as follows: a) the number of superior schools that vary in Malang City at the SMA level, with mediocre facilities and quite expensive costs, of course, the existence of these schools can have a significant impact on Surya Buana Senior High School for attracting lots of students. b) there is distrust in the community, this distrust arises because the building standing at Surya Buana Senior High School is still inadequate when viewed from the cost of education. Thus, many people are reluctant to continue their children's education at Surya Buana Senior High School Malang.

Strategies That Can be Implemented

STRENGTHS	OPPORTUNITIES
<ol style="list-style-type: none"> 1. Adequate human resources, with 50% of the teaching staff have received a bachelor's degree 2. There is an Islamic curriculum that is integrated with general education 3. Tryout system since the beginning of class to familiarize students with the exam. 	<ol style="list-style-type: none"> 1. Getting students from parents who are familiar with the programs of the Surya Buana Malang college 2. there is a program from the leadership of the foundation to support each other among the institutions under the auspices of the Bahana Cita Persada Foundation Malang 3. The existence of a community of guardians of students, which can be a medium of promotion by word of mouth
WEAKNESSES	THREATS
<ol style="list-style-type: none"> 1. The building is still in a temporary status, making many students initially intending to register, but they did not because they saw the building 2. Education costs are quite expensive but not balanced with good facilities and infrastructure 3. geographic location that is less strategic 	<ol style="list-style-type: none"> 1. The number of competitors in various kinds of superior educational institutions at the high school level in Malang city 2. There is distrust in the community, this distrust arises because the building standing at Surya Buana Senior High School is still inadequate when viewed from the cost of education.

SO STRATEGY	WO STRATEGY
<ol style="list-style-type: none"> 1. Invite the guardians of each student to be able to provide full support 2. Form various types of knowledge and skills based on Islam and life skills 3. Conduct training for teachers to be equipped with good promotional methods. 	<ol style="list-style-type: none"> 1. Make the most of the School Operational Assistance (BOS) in the process of building educational institutions as much as possible 2. Take advantage of various kinds of assistance from donors who invest and can also build business charities whose profits can be used to increase the cost of shortages. 3. Make signposts at street corners that make it easier for people to find them
ST STRATEGY	WT STRATEGY
<ol style="list-style-type: none"> 1. Increase the ability of high school level educators 2. Be more active in publishing student activities and achievements on websites or social media accounts. 	<ol style="list-style-type: none"> 1. Making excellent programs based on Islam 2. Innovation in teaching and learning activities 3. Making students a testimonial media

SO strategy. This strategy is made based on the mindset of the organization, which is to take advantage of all needs and take advantage of the greatest possible opportunities. ST strategy. This strategy uses the strength of the organization to overcome threats. WO strategy. This strategy is implemented based on the use of existing opportunities by minimizing existing weaknesses. WT strategy. This strategy is used in defensive activities and tries to minimize existing weaknesses and avoid threats (Susilawati & Harun, 2017).

CONCLUSIONS AND SUGGESTIONS

Conclusion

The conclusion that can be drawn from this scientific study is that in the influence of globalization, almost all aspects can be penetrated, including in education. education in the era of globalization is needed to face the times. This education must be able to shape and also give birth to human resources who are ready to compete in the international arena. Because this competition requires the readiness of every aspect contained in it optimally to be able to participate and improve the quality of global demands.

The emergence of globalization has brought significant changes to every aspect. However, not only positive things were born in the emergence of this globalization. Negative impacts can also be felt in this change. One of the negative impacts occurs in the management of educational institutions. Where every educational institution must have a strategy that can maintain the quality of the institution in global competition.

Surya Buana Senior High School is one of the educational institutions that is able to withstand the intense competition of educational institutions that have emerged in the city of Malang in particular. They can survive until now due to implementation in strategic management to find out the state of the institution. So that the analysis carried out in the implementation of strategic management produces strategic programs including: 1) the use of social media in attracting students; 2) go directly to remote places to attract high-achieving students but who are lacking in financial terms to be awarded scholarships for the role of institutions in improving the quality of education; 3) conduct outreach to schools that are partner institutions; 4) designing a PTN graduation program with incentive guidance since grade X to attract the attention of prospective students; and 5) collaborating with MTs Surya Buana to direct alumni of further study at Surya Buana Senior High School who are still under the auspices of one foundation.

The strategy adopted by Surya Buana Senior High School management in facing global competition is quite effective, this can be seen from the growing development of Surya Buana Senior High School in student selection and the quality of its students. So that the implementation of strategic management will be maintained and the more so will be increased in accordance with developments.

Suggestion

The writing of this scientific paper is obtained based on an educational institution where there will be different strategies in the application of strategic management in another educational institution. Therefore, further researchers can still develop this paper into a more complex form of research. Suggestions that can be given to further researchers can be by completing various institutions in the regions as the main source so that the information obtained is broader and adds insight to readers and reference material for future researchers.

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