Strategies To Increase The Competitiveness Of Private Madrasah Aliyah MA YPPA Cipulus Purwakarta And MA Al-Muthohhar Purwakarta

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Abstract.
Education has an important role in human life. In its management, formal education in Indonesia at the elementary and secondary levels is carried out in educational units called schools or madrasas. Today's education units face challenges, both from similar competitors and the demands and expectations of society. For this reason, educational units need to be competitive. Even so, Madrasah Aliyah must also have competitiveness. From this background, the researchers set out to study by presenting a study entitled Strategies for Increasing the Competitiveness of Private Madrasah Aliyah at MA YPPA Cipulus Wanayasa and MA Al-Mutohhar Plered Purwakarta. The purpose of this study is a qualitative approach with a descriptive method that describes strategies for increasing competitiveness in the MA YPPA Cipulus Wanayasa Purwakarta and MA Al-Muthohhar Plered Purwakarta. Data collection was carried out by interview, observation and literature study, using qualitative analysis. Based on the research results, madrasas scan the internal and external environment, have a number of advantages and also weaknesses, Madrasas formulate strategies to increase competitiveness in the form of missions, goals, strategies and policies, implement strategies to increase competitiveness in madrasas, Madrasas evaluate and control strategies for increasing competitiveness competitiveness and madrasas that are competitive are relatively in demand by the community. observation and literature study, using qualitative analysis. Based on the research results, madrasas scan the internal and external environment, have a number of advantages and also weaknesses, Madrasas formulate strategies to increase competitiveness in the form of missions, goals, strategies and policies, implement strategies to increase competitiveness in madrasas, Madrasas evaluate and control strategies for increasing competitiveness competitiveness and madrasas that are competitive are relatively in demand by the community. observation and literature study, using qualitative analysis. Based on the research results, madrasas scan the internal and external environment, have a number of advantages and also weaknesses, Madrasas formulate strategies to increase competitiveness in the form of missions, goals, strategies and policies, implement strategies to increase competitiveness in madrasas, Madrasas evaluate and control strategies for increasing competitiveness competitiveness and madrasas that are competitive are relatively in demand by the community.

Keywords: Strategy, Increasing Competitiveness and Private Aliya Madrasah.

I.   INTRODUCTION

Today, the management of educational units is faced with a number of demands and competition. This is aimed at the quality of graduates and competition for student input with the emergence of educational institutions so that competition occurs. In an era of very tight competition, every institution is forced to face other institutions in the competition arena. All institutions generally wish to be able to perform their best to attract market attention. In the competitive arena, institutions may do various things to win the competition. Maybe some use dirty ways and some use good ways to win the competition. Those that appear with a good pattern, there are those who strengthen the Human Resources (HR) aspect, there are those who strengthen the areas of facilities, funds, or other. This is a condition that demands an increase in the competitiveness of educational units.In Permendiknas No. 41 of 2007 concerning process standards, it is stated that competitiveness is the ability to show better, faster and more meaningful results. These capabilities include: the ability to strengthen market position, the ability to connect with the environment, the ability to improve performance non-stop, the ability to establish a profitable position. Competitiveness is the potential or ability of an institution to outperform the competition, namely excellence in one field that is not owned by other parties.Besides that, an organization has an ideal picture that is expected, as well as the core business that becomes the organizational process. To win the competition, education providers must have the spirit of always being ahead of change with the guarantee that they will arrive at the finish line first, because competition is a fast race to reach the finish line.(Mulyasana, 2015).

The initial requirement for competitiveness or high competitiveness is the attainment of the proper degree, in other words, namely high quality. Quality according to Deming is conformity with market needs. Quality according to Juran is compatibility with the product. Quality according to Crosby is conformity with

what is required. Quality according to West-Burnham is a relative measure of a product for services in accordance with design quality standards. According to Sallis, quality is a concept which is difficult to define, easily detached and difficult to hold, quality is also an absolute and relative concept.(Sallis, 2006).In Indonesia, madrasas are designated as schools whose curriculum contains lessons on Islam. Madrasah Ibtidaiyah is equivalent to Elementary School, Madrasah Tsanawiyah is equivalent to Junior High School, and Madrasah Aliyah is equivalent to Senior High School. Madrasas were formed by Decree of the Minister of Religion in 1964. From a historical perspective, according to Sutrisno(2005)In essence, the purpose of establishing madrasas is to gather the advantages that exist in pesantren and public schools as well as in one institution called madrasah.Madrasah competitiveness in the view of Tholkhah (2016), is the ability of madrasa education units to carry out certain actions or efforts in order to improve the quality of their education so that they are superior and able to compete with other educational units of equal size. An indication that madrasas have competitiveness is indicated by the number of applicants who exceed the capacity of the available study space and have championship achievements, both in the academic and non-academic fields.In line with this, Khairul Huda (2016) said, at least there were internal problems in madrasas namely; first, the condition of teachers who are not yet adequate, including conditions of mismatch and under-qualification.

Second, the lack of educational facilities and infrastructure. Third, the curriculum and its management which produce graduates who are 'half mature'. Fourth, achievement is still low.In order for quality education to be competitive, of course educational institutions must make certain efforts. For quality educational institutions,(Mulyasana, 2015)stated, "quality education is born from a good planning system, with materials and a good governance system delivered by good teachers with quality education components, especially teachers". Meanwhile, to win the competition, education providers must have the spirit of always being in front of changes with the guarantee that they will arrive at the finish line first, because competition is a fast race to reach the finish line.Competition that is happening at this time for educational institutions, especially private madrasas, is something that cannot be avoided when they are forced to be involved in this competition. For this reason, madrasa strategies are needed so that they can position themselves in the arena of market competition as competitive institutions. Building a competitive institution certainly requires an appropriate and effective strategy by implementing strategic management to achieve the future expectations of a successful institution. Pearce and Robinson (2008) provide an understanding, "strategy is a large-scale, future-oriented plan in order to be able to interact with competitive conditions to achieve company goals". Goals are clear targetsThe strategic management (strategic management) according to Hunger & Wheelen (2003) strategic management is "a series of managerial decisions and actions that determine the company's performance in the long term".

In the strategic management process, according to Hunger & Wheelen (2003), there are four basic elements, namely: (1) environmental monitoring, (2) strategy formulation, (3) strategy implementation, and (4) evaluation and control. These elements are interrelated and will continue to be repeated if the resulting strategy is not in accordance with the objectives, and the strategy implemented depends on the competence of the top leaders of the organization as decision makers of a strategy to be implemented through policies, programs and activities carried out by the organization.To correct the competitiveness disparity, it is necessaryinnovation and strategy. This innovation concerns all aspects of madrasah aliyah, both curriculum, learning, facilities, human resources, finance, governance, community participation and cooperation. Strategies related to long-term systemic efforts to improve the quality and competitiveness of madrasas. Madrasas must strive to achieve the quality specified in the standards, and create unique characteristics so that Madrasah Aliyah is chosen as a place for students to study. This innovation will not materialize without the existence of the head of the madrasa as a leader in educational leadership to optimize it and all other stakeholders.(Aedi, 2012).The head of the madrasa as a leader in an educational institution has a strategic presence. This at least refers to the view that leadership has a decisive position in the organization(Komaria & Triana, 2006). And specifically, Imam Thalkah stated that the leadership of high-quality madrasa heads would be able to mobilize, utilize and build a high commitment to all elements of the madrasa to jointly increase the competitiveness of madrasas.(2016).

Mobilization, utilization and development of this commitment are ultimately contained in the madrasah strategy to increase its competitiveness.Based on the background and problems described above, the author feels interested in examining and studying these conditions in more depth by raising the title: "Strategy for Increasing the Competitiveness of Private Madrasah Aliyah (Qualitative Descriptive Study on MA YPPA Cipulus and MA Al-Muthohhar in Purwakarta Regency). The basic consideration for the madrasa to be used as a research location is because the two madrasas are private schools, but the number of students is different. YPPA Cipulus Madrasah Aliyah is a madrasa with a large number of students, even exceeding the number of students at the state Aliyah Madrasa in Purwakarta, while Al-Muthohhar Madrasah Aliyah has a small number of students.

II.   METHODS

The research method used is descriptive method. The choice of this method is based on the wishes of the author who tries to focus on efforts to analyze and describe the phenomenon of the management model development process carried out by the Head of Private Aliyah Madrasahs in an effort to increase competitiveness based on qualitative data.Furthermore, to find out how strategic management is at Madrasah Aliyah Private in Purwakarta, it will be done by describing and analyzing the head of the madrasa. After a description of all the topics studied, data analysis was carried out, then it was developed into a grand design in preparing a strategy to increase the power of madrasa aliyah in Purwakarta.

Data collection technique

The data collection technique used to dig up information related to the research questions contained in chapter I uses triangulation techniques, namely observation techniques, interviews, and documentation studies. Below, the researcher will explain the data collection techniques, namely observation techniques, interviews and documentation studies.

III.   RESEARCH RESULT

Research with a qualitative approach was carried out to obtain as much information as possible regarding the focus of the research which raised strategies to increase the competitiveness of YPPA Cipulus Wanayasa Purwakarta Private Aliyah Madrasah and Al-Muthohhar Plered Purwakarta Private Aliyah Madrasah. With the mechanism of implementing triangulation through interviews, documentation and other supporting studies in the form of focus group discussions (FGD) and other relevant matters. The description of the research includes questions: environmental analysis carried out in the two research locations, formulation of strategies to increase the competitiveness of private Aliyah madrasas, evaluation and control of strategies to increase madrasah competitiveness and the impact of the strategies implemented.All of the above questions are controlled to form a component of the documentation process as a basis for confirming the methodology.

Research related to the Strategy for Increasing the Competitiveness of Private Madrasahs through observation, interviews and documentation carried out at MA YPPA Cipulus Wanayasa Purwakarta obtained the results of activities related to Scanning the Internal and External Environments in the Context of the Strategy for Increasing the Competitiveness of Private Madrasah Aliyah Madrasas.Scanning is one of the strategic planning processes to monitor the environmental sector and internal resources in determining opportunities, threats, weaknesses and strengths. In the conditions at MA YPPA Cipulus Wanayasa Purwakarta, there are aspects of strengths as well as weaknesses. What is the result of this analysis is the capital in the development of madrasas. Existing advantages must be improved, while weaknesses must be overcome and or eliminated.

Competitiveness Improvement Strategy Formulation.

Research related to the Strategy for Increasing the Competitiveness of Private Madrasahs through observation, interviews and documentation carried out at MA YPPA Cipulus Wanayasa obtained the results of activities related to the Formulation of a Strategy for Increasing the Competitiveness of Private Aliyah Madrasas.

Evaluation and Control of Competitiveness Improvement Strategies.

Research related to Strategies for Increasing the Competitiveness of Private Madrasahs through observation, interviews and documentation carried out at MA YPPA Cipulus Wanawasa Purwakarta obtained the results of activities related to the Evaluation and Control of Strategies for Increasing Competitiveness.

Impact of Competitiveness Improvement Strategy.

Research related to the Strategy for Increasing the Competitiveness of Private Madrasahs through observation, interviews and documentation carried out was obtained at the MA YPPA Cipulus Wanaysa Purwakarta, the results of activities related to the Impact of the Strategy for Increasing Competitiveness.

1.   **Research Results at MA Al-Muthohhar Plered.**

a.   **Internal and External Environment Analysis (Scan).**

Research related to the Strategy for Increasing the Competitiveness of Private Madrasahs through observation, interviews and documentation carried out at MA Al-Muthohhar Plered Purwakarta obtained the results of activities related to Scanning the Internal and External Environments in the Context of the Strategy for Increasing the Competitiveness of Private Madrasah Aliyah Madrasas.Scanning is one of the strategic planning processes to monitor the environmental sector and internal resources in determining opportunities, threats, weaknesses and strengths. In the conditions at Madrasah Aliyah Al-Muthohhar Plered Purwakarta, there are factors of strengths as well as weaknesses. What is the result of this analysis is the capital in the development of madrasas.

b.   **Competitiveness Improvement Strategy Formulation.**

Research related to the Strategy for Increasing the Competitiveness of Private Madrasahs through observation, interviews and documentation carried out at Madrasah Aliyah Al-Muthohhar Legok Plered Purwakarta obtained the results of activities related to the Formulation of Strategies for Increasing the Competitiveness of Private Madrasah Aliyah.

c.   **Competitiveness Improvement Strategy Implementation.**

Research related to the Strategy for Increasing the Competitiveness of Private Madrasahs through observation, interviews and documentation carried out at MA Al-Muthohhar Legok Plered Purwakarta obtained the results of activities related to the Implementation of the Strategy for Increasing Competitiveness.

d.   **Evaluation and Control of Competitiveness Improvement Strategies.**

Research related to Strategies for Increasing the Competitiveness of Private Madrasahs through observation, interviews and documentation carried out at Madrasa Aliyah Al-Muthohhar Legok Plered Purwakarta obtained the results of activities related to the Evaluation and Control of Strategies for Increasing Competitiveness.

e.   **Impact of Competitiveness Improvement Strategy.**

Research related to the Strategy for Increasing the Competitiveness of Private Madrasahs through observation, interviews and documentation carried out at Madrasa Aliyah Al-Muthohhar Plered Purwakarta obtained the results of activities related to the Impact of the Strategy for Increasing Competitiveness.

C.   **Interpretation.**

Based on the research findings data, the strategy for increasing the competitiveness of madrasas is a series of efforts and patterns to achieve the goals set so that madrasas have the power (ability) to compete. Its determination starts from the scanning process of organizational conditions (environmental monitoring), strategic formulation, strategy implementation and strategy control. Competitiveness is an organization's ability to survive and compete with others. Private Madrasah Aliyah is an educational unit at the senior high school level managed by the Ministry of Religion. The existence of Madrasah Aliyah which is managed by the community (private sector) contributes to the process of transforming values, knowledge and knowledge which has a strategic role in scientific development. There is hope that the generation that is born will have knowledge with good personal character. That is why madrasah Aliyah managed by the community must also be competitive.High competitiveness will be born from a good management process, starting from planning, organizing, implementing and controlling. Starting from the process of identification, planning,

organizing, implementing and controlling. There is a need for a strategy to increase competitiveness. Strategy is a set of plans, actions to achieve the expected conditions. Madrasah stakeholders at MA YPPA Cipulus Wanayasa Purwakarta and at MA al-Muthohhar Legok Plered Purwakarta have shown their efforts in managing madrasas to achieve good competitiveness by empowering existing potential, although there are still conditions that must be improved, namely increasing the quality of educators, their capacity, the quality of input and output, there is no good uptake of graduates.

From the description of the data there is a tendency that the management is still related to ordinary routines that do not use disciplined managerial aspects. Competitiveness improvement strategy is an effort that is planned, organized, implementable, and can be controlled administratively so that efforts to improve quality become a structured work program so as to achieve conditions of high competitiveness. In the management of educational institutions, it requires management and certain standards in accordance with existing provisions and potential. Thus the madrasa can achieve the desired state that has been written in the vision formulation. The process carried out in managing it begins with the process of identifying conditions in internal and external scopes, formulating strategies, compiling programs, implementing programs and controlling those that have an impact on the quality and input of students who are increasing or stable. Quality is reflected in the achievement of educational standards as well as the output conditions of students, as well as the high interest in sending their children to madrasas. Based on the management problems of the competitiveness improvement strategy, there are still some problems that must be known, including:

1.   **Internal and External Environment (Scanning) Analysis.**

Environmental analysis is the process of understanding the environment. This process is carried out to understand and understand the state of the organizational environment so that it can react appropriately to any changes. The analysis is carried out on the external aspects of the organization and on the internal aspects of the organization. The external environment has two conditions, namely opportunities and threats. Opportunity is a profitable potential that can be achieved by an organization that has not been controlled by competitors and has not been touched by external parties or the environment. Threat is a situation where the organization experiences difficulties caused by other factors (external factors), which if left unchecked will result in the organization experiencing difficulties. The internal environment also has two states, namely strengths and weaknesses which cover all elements of management in the organization. Strength is a condition in which the internal organization is able to carry out all its duties properly. Weakness is a condition where the internal organization is less able to carry out its duties properly due to existing powerlessness.

Internal and external environmental analysis is a process of scanning or searching for data related to internal and external conditions within an organization, in this case at the research locus, namely at MA YPPA Cipulus Wanayasa Purwakarta and at MA al-Muthohhar Legok Plered Purwakarta. There are two aspects scanned, namely internal environmental aspects and external environmental aspects. Aspects of the internal environment consists of strengths and weaknesses. Strengths are aspects of strengths or advantages, while weaknesses are aspects that are lacking in the organizational environment. External environmental aspects consist of opportunities and threats. Opportunities are aspects outside the organization that can provide benefits to the organization. While threats are aspects outside the organization that are unfavorable to the organization.

In summary, the following is the result of scanning at the research locus at Madrasah Aliyah YPPA Cipulus Wanayasa Purwakarta.

Table 1. Strategic Environment Identification at MA YPPA Cipulus Wanayasa Purwakarta

Internals	external
Strength	**Opportunity**
Adequate number of educators	Islamic boarding school environment
Adequate educator qualifications (already S1)	Kyai's character
Good network of external relations	Supportive geographic environment
Relatively complete facilities	Science and technology
Development land is still available	Regulation
Community support	

| Open management | |
| Weaknesses
Discipline
Educator professionalism
Input quality
output quality
academic tradition
Entrepreneurial ability
Classroom | Threats
Socioeconomic conditions
The demands of the world of work |

While at the second locus, namely at MA Al-Muthohhar Legok Plered Purwakarta, they are as follows.

Table 2. Identification of Strategic Environment at MA Al-Muthohhar Legok Plered Purwakarta

Internals	external
Strength Adequate number of educators Adequate qualifications of educators Good network of external relations Relatively complete facilities Community support Open management	Opportunity Islamic boarding school environment Science and technology Regulation
Weaknesses Discipline Educator professionalism Input quality output quality academic tradition Entrepreneurial ability Development land is still available	Threats There is an equal educational unit Socioeconomic conditions The demands of the world of work The kiai's character needs to be improved Geographical environment that is near the market

Based on the results of the research, some information was obtained that the two madrasahs had aspects of strengths and weaknesses, as well as opportunities and threats. The two research loci carry out environmental analysis activities, what are the advantages at each locus, weaknesses at each locus, opportunities at each locus and threats at each locus. The occurrence of this was supported by the presence of top management, namely the energetic head of the madrasa, as well as the existence of a quality assurance team overseeing this issue (at MA YPPA Cipulus Wanayasa Purwakarta), besides that there was a strong push from parties within the madrasah stakeholders to be able to increase the amount of student input. (at MA Al-Mutohhar Legok Plered Purwakarta).The results of this analysis must be taken seriously so that the formulation of strategies and programs can be determined in a timely and appropriate manner in order to achieve the vision formulated effectively. It takes strong motivation and encouragement as well as proper accuracy to carry out this analysis.In the next stage, madrasas need to improve a number of things which are the hallmarks of madrasas, including the output of quality graduates, professional educators in mastering methodical and didactic learning materials, complete infrastructure, and effective governance. First, the output of quality graduates, namely having a number of characters and competencies possessed by graduates, this is marked by conformity with expectations after completing the educational process at madrasas. There are at least three options, graduates continue to a higher level of education, graduates can work, graduates and entrepreneurship or other positive activities. Quality output, when they leave the madrasah, will immediately be in one of these positions.

Second, professional educators, namely conditions when teachers have a number of competencies required in applicable legislation. One aspect of these competencies includes professional competence and pedagogical competence. Professional competence is competence related to mastery of teaching materials or materials in accordance with the subjects being taught, while pedagogical competence, competence related to the didactic and methodical aspects of the learning process, from starting to analyze basic competencies (learning outcomes), preparation of learning planning documents, carrying out learning according to with the plans made, carry out the assessment process and recognize the results of the learning assessment.

Third, complete facilities and infrastructure, namely the aspects needed to support the learning process, starting from land, buildings, internet-based learning media, libraries, and others. The condition of complete facilities will make the learning process easier.

Fourth, effective governance, namely governance can make the madrasah organization achieve the stated vision and goals. The existence of a top leader here is very necessary to be able to create consistency in management according to the plans made. In order to materialize, everything needs to be formulated in a further strategy related to how to make it happen. For further development, it is necessary to have an Analysis formulation process that uses weights/ratings, whether or not it is close to the mission and vision formulation set forth in the Internal Factor Analysis Conclusion (KAFI) and External Factor Analysis Conclusion (KAFE) matrices.

This was stated by Bryson in LAN – RI quoted by Akdon, that there were three main steps followed by the formulation of results in a strategic environmental study. The three steps are 1) identifying sources for scanning; 2) scanning the internal and external environment and 3) conducting an analysis to assess the results of the scan. The results of the scanning become KAFI and KAFE which are then assessed for conformity with the vision, mission of the educational unit which is the basis for making action plans so that the action plans made are in accordance with the existence of the organization (Akdon, 2011).

2.   Competitiveness Improvement Strategy Formulation

In formulating the strategy, madrasas set missions, objectives, strategies and policies. Mission is an aspect carried out by the madrasa to realize the vision. The mission is formulated in sentences that support strategic activities. Mission is a unique purpose that distinguishes it from other similar organizations and identifies the scope of its operations. The mission contains a statement about what must be done by the institution in an effort to realize the vision. Goals are the conditions or end results of the activities contained in the mission. Objectives provide a basis for outlining policies that must be pursued. Strategy is the formulation of planning on how to achieve the mission and goals.

In this regard, the following is the mission at MA YPPA Cipulus Wanayasa Purwakarta.
1.   Creating students who can achieve achievements in the fields of subjects, arts, and extracurriculars.
2.   Creating students who are able to create creative work in agriculture and fisheries
3.   Creating students who are healthy and able to achieve achievements in sports competitions
4.   Creating students who can carry out worship and have noble character in socializing.

The strategic objectives are as follows.
1.   Creating a conducive educational environment.
2.   Creating an educational atmosphere that is able to encourage students to have a good personality and noble character.
3.   Creating a clean, tidy, healthy and comfortable educational environment.
4.   Creating an educational atmosphere that can encourage students to have the skills to live independently.

While the strategy is as follows.
1.   involve educators and educational staff to participate in human resource development activities;
2.   utilize the alumni network for the socialization of new students;
3.   use networks to get help;
4.   improve the quality of input and output to be competent, have character and be able to compete and continue to a higher level;
5.   use IT applications to improve discipline.

While the policy is as follows.
1.   provide facilitation for students to take part in human resource development activities;
2.   carry out coordination and facilitation activities for alumni who have an active role related to the socialization of new students;
3.   coordinate to get help;
4.   implementation of activities to improve the quality of input and output to be competent, have character and be able to compete and continue to a higher level;
5.   provision of IT applications to improve discipline.

While at the second locus, namely at MA Al-Muthohhar Legok Plered Purwakarta, the mission is as follows.
1. Realizing an increase in the quality of graduates
2. Improving a conducive learning atmosphere
3. Able to follow the development of science and technology
4. Increase extracurricular activities and tahfiz al-Quran

The objective is as follows.
1. Producing graduates with Islamic character, insight into Indonesia, nationality, internationalism and humanity.
2. Producing graduates who master the basics of Islamic science, science, technology, social sciences, and arts and culture to achieve achievements both at the national and international levels.
3. Forming graduates who have character and are able to make changes based on the Islamic principles of Rahmatan Lil'alamin.

While the strategy is as follows.
1. involve educators and educational staff to participate in human resource development activities;
2. utilize the alumni network for the socialization of new students;
3. use networks to get help;
4. improve the quality of input and output to be able to compete and continue to a higher level".

While the policy is as follows.
1. provide facilitation for students to participate in human resource development activities;
2. carry out coordination and facilitation activities for alumni who have an active role related to the socialization of new students;
3. coordinate to get help;
4. implementation of activities to improve the quality of input and output to be able to compete and continue to a higher level."

Referring to these results, the two madrasas have carried out a strategic formulation process, namely having missions, goals, strategies and policies. What is formulated almost have similarities. This is in line with what was stated by Sri Wahyudi (1996: 15), which states that the formulation of a strategy (strategy formulation) is the development of long-term mission goals, identifying external opportunities and threats as well as the strengths and weaknesses of educational institutions, developing alternative strategies and determining appropriate strategy to adapt.

Furthermore, Syaifudin Sagala (2007) explains that the strategy formulation steps are as follows:
a. Determine the mission of an educational institution, especially the development of educational quality
b. Conduct a review of the external environment of educational institutions regarding obstacles and incentives in increasing the competitiveness of education in accordance with the capabilities of educational institutions
c. Determine the direction and targets of educational institutions, especially educational competitiveness that must be achieved
d. Determine the strategy to be used.

What was done at the two loci was in accordance with the steps above, it's just that what was formulated did not yet have a path that had compatibility between the mission and the goals and strategies. In fact, the three of them must have an appropriate flow, namely what is the mission, what are the strategic objectives, how is the strategy and what are the policies. This conformity in the adjustment has not occurred.

This happens in the view of researchers who are not used to madrasas in managing madrasas that use a disciplined strategic management pattern. What do each use the usual management. It seems that there needs to be a pattern of management that uses aspects of the management function with discipline.

3. Implementation of Competitiveness Improvement Strategy

In implementing the strategy, madrasas carry out planned programs, establish budgets and procedures that regulate activities. The program is a series of activities that have intermediary objectives to achieve predetermined strategic objectives. The budget is a program expressed in units of money, each

program will be specified in units of money in costs. Budgeting is the process of planning activities within a certain period of time expressed in numbers. The budget is very influential in program implementation, for budgeting it must be made according to needs. Procedure is a system of sequential steps or techniques that describe in detail how a task or job is completed.

In this regard, the following is a program of strategies to increase competitiveness from Madrasah Aliyah YPPA Cipulus Wanayasa, Purwakarta Regency.

1.   Opportunity and Budget Provision Program for teachers who wish to take part in continuous professional development activities;

2.   Madrasa Socialization Program to various layers, especially alumni;

3.   Cooperation Program in seeking assistance;

4.   Assistance and Deepening Material for students who will take part in competitions;

5.   Use of Controlling Applications to improve student and teacher discipline.

In this regard, the following is a program of strategy for increasing competitiveness from Madrasah Aliyah Al-Muthohhar Legok Plered, Purwakarta Regency.

1.   Opportunity and Budget Provision Program for teachers who wish to take part in continuous professional development activities;

2.   Madrasa Socialization Program to various layers that have student input nodes;

3.   Cooperation Program in seeking assistance;

4.   Assistance and Deepening Material for students who will take part in the competition.

Referring to the views of Syaifudin Sagala (2007), strategy implementation is the act of implementing strategies that have been compiled into various resource allocations optimally. In practice, strategy implementation uses information from the strategy formulation process to assist in establishing performance objectives, resource allocation and priorities. Furthermore, there are three aspects that must be prepared, namely structure, process, and behavior. Structure related to the people who are responsible for its implementation. The process is related to the duties of each person in charge (person) while behavior is the activity or activities carried out.In practice, the two loci have the same sequence of steps, namely for programs carried out in the form of activities, carried out in the order of forming committees, planning activities, and implementing activities. However, it is not uncommon for Madrasah Aliyah to carry out unplanned activities, usually this is related to external activities that must involve the teacher or students of the madrasa.What has been done has been trying to refer to the plan, but there is no mechanism built at the strategy implementation stage, namely standard operating procedures (SOP) for program management, criteria for the people involved in it, determination of financial resources and equipment, and preparation of schedules. This is done so that in practice the executor does not have too much difficulty in formulating program success criteria. The activity budget comes from parents and school operational assistance (BOS).

4.   Evaluation and Control of Competitiveness Improvement Strategies.

In evaluating and controlling the strategy, the madrasa ensures that what is planned is carried out according to plan. Evaluation and control is a process that ensures the program runs according to planning. There are two things that are seen in this process, namely activity and performance results. This stage is the final stage in the strategic management process. This stage is very important to see the success of the organization. Performance is an activity or activity carried out by an institution to realize what is the mission of an organization.In this regard, the following is a program of strategies to increase competitiveness from Madrasah Aliyah YPPA Cipulus Wanayasa, Purwakarta Regency and at MA Al-Muthohhar Plered, which have the same pattern. Both of them oversee the program by ensuring that it is according to the plans previously announced.Both ensure that the program runs according to plan and the people involved in it conform to the running rules. This is done so that what is the goal of the program can be realized.In this process, madrasah carry out activities to monitor the process and results of the formulation and implementation of strategies including measuring individual and institutional performance and taking corrective steps if deemed necessary. What is done is to find out or see how effective the results of strategy implementation are. Activities carried out in this evaluation process are reviewing the factors that form the basis of strategy implementation, assessing strategy performance and taking corrective steps.

5.   Impact of Competitiveness Improvement Strategy.

In tracing the impact of the strategy, it is the result of implementing the strategy carried out. This is related to the good things that exist in the private madrasah Aliyah.There are a number of factors that can affect the existence of madrasah competitiveness, namely: 1) the leadership of the madrasah head, 2) madrasah learning innovation, 3) quality of educators, 4) quality of facilities, 5) quality of cooperation, 6) madrasa achievement, and 7) interest society (Asep Jihad, et al: 2018: 27).*leadership*High-quality madrasah heads will be able to mobilize, utilize and build a high commitment to all existing madrasah elements to resolve problems that occur and achieve goals to create madrasah competitiveness. Good madrasah leadership will also be able to utilize the potential of stakeholders to support the achievement of madrasah competitiveness. This factor is important to pay attention to during the appointment of the head of the madrasah who must have good leadership skills.The second factor is learning innovation. Learning innovations are things that teachers do in implementing learning. With this renewal, it will be able to improve the quality of the process and learning outcomes carried out by students. This renewal can be done in the form of adding additional materials outside of the competency load. This is done so that students can have knowledge that is in accordance with the times. Another aspect of renewal is the use of instrumental aspects in learning, for example media that are in accordance with the interests of students and others. Other updates include the use of new methods that can make learning effectiveness more effective. The existence of this renewal depends on the head of the madrasa and teaching staff.Another aspect is the existence of qualified teaching and educational staff.

The existence of qualified educators will have an impact on the competitiveness of madrasas. Qualified educators are educators who have a number of competencies, namely pedagogical competence, professional competence, social competence, and personality competence. Pedagogic competence is related to the ability to plan, implement and conduct learning assessments. Professional competence is related to content mastery and knowledge constructs according to basic competencies in subjects. Social competence related to the ability to interact. Personal competence is related to self-integrity. Qualified teachers will be able to encourage students to progress and excel.Another factor, the existence of quality facilities is an important factor in increasing the competitiveness of madrasas. Madrasas that have complete, diverse and quality facilities are relatively more desirable than those that are incomplete, less diverse.Another factor is the existence of the quality of cooperation. Much cooperation with various activities will provide great advantages to the movement of activities in educational institutions. The exchange of information and other things that are part of the collaboration will give a positive nuance to the madrasah environment.Madrasah achievements in both academic and non-academic fields will encourage the existence of competitive madrasas. If the many achievements achieved with adequate publications will make the madrasa more attractive.High interest from the community will have an impact on the selection of quality inputs. This is possible.

When an institution has high interest with a low capacity, it will make the institution carry out a selection process in determining who will be the input of its students.In both madrasas, there are facts that show differences. At YPPA Cipulus Wanayasa Private Madrasah Aliyah there is an increase in community interest in sending their sons and daughters there. However, it did not occur quantitatively in large numbers at Madrasa Aliyah Al-Muthohhar. In the view of some parties, it is stated that there are two factors, namely 1. The characteristics of pesantren which have a figure. 2. Environmental factors of competitors around. In the first locus, the madrasa is within the pesantren environment with a number of kiai figures. This has become a kind of special attraction for the madrasah. It is different in the second locus, even though it is in a pesantren environment, from a figure point of view it begins to fade, this is because the people who are portrayed as kiai have died. The next factor, at the first research locus, there are not too many educational units that are competitors, each educational unit has its own market niche. In contrast to the second locus, there are dozens of educational units of the same level that have been recently established in the last two years.The large number of students will affect the large number of operational funds obtained. The more funds, it is possible that there will be more activities in order to improve the quality of the education

unit.Another aspect that is different, in the first research locus, there were already several winners in the competitions that the students participated in.

Different things happened in the second research location, which only included many students in competitions but had not won a championship. This is possible because there is – whether or not the preparations are made. The preparations made require the right resources and good management supported by the right finances.In another aspect, namely the moral aspect, the two loci show facts that can be seen as something good. At both loci, there were no incidents or reports of excessive deviant student behavior. Students show good behavior. What is found in the two madrasas is related to strategies for increasing competitiveness, there is a need to reformulate the two madrasas.

IV.   CONCLUSION

The strategy for increasing the competitiveness of Madrasah Aliyah is very complex and broad, requiring the seriousness of various parties in the education unit to implement it, the process begins with a self-scanning process, strategy formulation, implementation and evaluation / control. Private Madrasah Aliyah as part of the organization needs to provide a management process, one of which is using strategic management to increase its competitiveness.The general conclusion that was built in the process of this research shows that the impact achieved in the strategy of increasing competitiveness can be used as an illustration in the management of madrasas, namely the condition of madrasas that are competitive. The final achievement of the value of the strategic management process in increasing the competitiveness of madrasas is that they have madrasah competitiveness which is reflected in the quality of madrasas, many achievements and high public interest in studying at these madrasas.The Madrasah Competitiveness Improvement Strategy begins with a process of scanning the internal and external environment. The internal environment is related to the elements in the madrasa. While the external environment is related to external factors that affect the madrasah. The conclusions that underlie the research from the results of the discussion obtained by the scan results include:1) opportunities on external factors, 2) threats on external factors, 3) strengths on internal factors, and 4) weaknesses on internal factors.

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