

Islamic Strategic Management in Islamic Educational Institutions: Bibliometric Analysis

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ABSTRACT

This study aims to look at research mapping related to the theme of Islamic strategic management in educational institutions. In this study, the results of the identification of researchers who conduct research related to the management of Islamic strategies in educational institutions, developing themes and journals that publish with related themes are presented. The method used in this study is bibliometric. The articles used as data were 72 articles published in the pages of the Scopus indexed journal. The data was processed using biblioshyni R to be able to map bibliometric research themes related to the management of Islamic strategies in educational institutions. The results of the study show that the most productive journal that discusses Islamic strategic management in educational institutions is Islamic education journals. Meanwhile, the most impactful journal with the highest h-index is *the International Journal of Education Development*. The study also found that the development of journals that have published articles related to Islamic strategic management in educational institutions has increased significantly over the past 10 years. Huda is the author who has conducted the most research on strategic management in educational institutions by producing as many as 2 articles, in the span of 2016 and 2022. If viewed in terms of affiliation, then *Universiti Kebangsaan Malaysia* is an affiliate that conducts a lot of research with the keyword Islamic strategy management in educational institutions as many as 5 articles. Richardson is the author whose article was widely cited published in 2004 in the *International Journal of Education Development* under the title "Possibel Influences of Arabic-Islamic Culture on the Relective Practices Proposed For An Education Degree at The Higher Collages of Technology in The United Arab Emirates". In the keyword analysis, the term "Islamic" top-ranked was mentioned 36 times. Like the growth in article production, there has been a significant increase in the development of keywords related to Islamic strategic management in educational institutions. Furthermore, this study identifies trends in keyword development based on their centrality and density. This study discusses the trends and development of Islamic strategic management literature in educational institutions that have not been widely done. single paragraph of about 250 words

maximum. The limitation of this research is that it only uses articles derived from the scopus page collected on September 5, 2023 with the research area of Islamic strategic management in educational institutions.

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1. INTRODUCTION

Law No. 20 of 2003 concerning the national education system states that the national education system is a system that must be able to ensure equal distribution of educational opportunities, improvement of quality, and relevance and efficiency of education management to face challenges in accordance with the demands of local, national, and global life changes, so that it is necessary to carry out education reforms in a planned, directed and sustainable manner.

With the vast territory of the Indonesian state from Sabang to Merauke, of course, various forms of education management strategies are needed so that what has been proclaimed by the government regarding the equal distribution of education can be carried out properly. Thus, educational problems such as the existence of children who drop out of school during the 12-year compulsory study period, the gap in the quality of education, school fees that increase every year and inadequate facilities and infrastructure can be solved.

For some of the above phenomena, the application of strategic management in educational institutions is also very necessary. Just like institutions that provide other services, in addition to functioning as a forum for scientific transformation, educational institutions are also required to be able to provide educational services that are able to answer the needs of stakeholders within the scope of education. Not only stakeholders, but the ability of educational institutions to answer existing challenges makes the educational institution trusted by the community to be able to join the educational services offered. Therefore, the ability of educational institutions to formulate competitive strategies is important, so that educational institutions can maintain their sustainability and can adapt to various forms of changing times.

The use of strategic management theory within the scope of educational institutions is very useful to be able to help educational institutions in formulating the right strategies. The formulation of the strategy is carried out to prepare long-term planning steps that will be implemented by educational institutions later.

Generally, management strategies are designed to help an organization move from how the organization is now and what it will be in the future. How Islamic strategy management sees this is an interesting study to do, because there is a very principled difference between conventional strategy management and conventional strategy management.

In this study, we will look at various studies related to Islamic strategic management in the scope of education. How much research on this theme has developed, who are the authors who have researched the most on this theme, and which sides of this theme have not been extensively researched as recommendations for future research areas. Therefore, the bibliometric approach is the most appropriate research tool in answering some of the above problem formulations.

Fountain and Ahmad, in their book, stated that leading an organization is like driving a vehicle. Like a car, there is a driver who is likened to the (Fontaine & Ahmad, 2013) *leader of the organization*, and determines goals as *a vision*. Which path to take to get to the destination is as *a strategy*, while speed is

a form of *risk and profitability*. In the organization, strategic management is needed so that the organization's vision is maximized. In the sense of language, management means governance and leadership. According to , it is a science that includes the formulation, implementation, and evaluation of cross-functional decisions to achieve organizational goals. Strategic management is a system that is used as a unit in having various components that are interrelated and affect each other and move simultaneously in the same direction. This part of strategic management science will always respond to the dynamics that occur, both from the internal and external environment, which will then continue with how to try to adjust until finally the goals that have been set can be immediately implemented or realized properly. There are 4 stages in the implementation of strategic management, namely strategy formulation, strategy planning, preparation of programs or operational plans, and preparation of budgets. (M.Echols & Shadily, 1989) (Lynch, 2018) (Budiman & Suparjo, 2021) (Kholis ,2014)

The difference between conventional strategic management and Islamic strategic management is in the values and principles that govern them. If conventional strategy management relies on profit-oriented, while Islamic strategy management relies on achieving guaranteed justice in an organization, mitigating various risks that will occur with a return on reasonable profits. Leaders are one of the most central factors in directing the members of the organization so that the planned goals can be achieved. (Fontaine & Ahmad, 2013)

The components of strategic management consist of 3 (three) components, namely planning, implementation, and evaluation. The planning component consists of determining the vision and mission, SWOT analysis, and setting long-term goals. The implementation component consists of the implementation of a plan that has been formulated consisting of programs and policies. Meanwhile, in the evaluation component, it is in the form of a comparison of what has been planned with the results of the achievements that have been implemented. In the context of education, Islamic strategic management aims to regulate the educational process so that it has high quality, in the form of structured activities consisting of planning, organizing, placement of staff (employees) and supervision in all elements of implementing education in accordance with Islamic values. (Thoha & Aziz, 2016)

2. METHODS

The data collection of this study was carried out on September 5, 2023 with data sources derived from scopus. Although the research span is in 2005-2022, there are several articles that have been published in 2023 that are also used as data on bibliometric analysis. The data type consists of articles, books, serial books, and procedural articles totaling 76 articles. The data is processed using the biblioshyni application which is a tool to be able to produce bibliometric mapping. (Aria & Cuccurullo, 2017)

In addition, in identifying the results of the research, the study carried out 2 (two) methodological stages, namely by conducting a bibliometric analysis to obtain a mapping of the management of Islamic strategies in educational institutions in 2005-2022 and a description of the research results was carried out to obtain gaps and new information related to the research theme and provide suggestions on research to be carried out in the future.

Research with this bibliometric approach does not make humans the subject of research. This research is a literature-based research based on bibliometric analysis. The data produced is in the form of numbers, rankings, and rankings. In bibliometric analysis, mapping is the most important component to build on, although articles published in the bibliometric literature rely on simple graphical representations provided by computer programs (Rusydia et al., 2023) .

3. FINDINGS AND DISCUSSION

The results obtained from the research have to be supported by sufficient data. The research results and the discovery must be the answers, or the research hypothesis stated previously in the introduction part.

3.1. General Analysis

Documents related to the management of Islamic strategies in educational institutions amounted to 76 documents consisting of 69 articles, 4 books, 2 reviews and 1 procedural conference article. Of the documents that have been collected, most of the documents come from journal articles with a presentation of 90% as illustrated in table 1. And the documents that are least netted in the form of procedural articles are 2%.

Table 1. Main Information

No	Document Type	Number of articles	(%)
1	Journal Articles	69	90
2	Books	4	5
3	Review	2	3
4	Article Proseding	1	2
Total		76	

The text analysis was carried out using R-studio and Biblioshyni software tools designed by Massimo Aria and Corrado Cuccurullo of the University of Naples and Luigi Vanvintelli . Furthermore, the analyzed text will be used in searches related to the management of Islamic strategies in educational institutions. (Aria & Cuccurullo , 2017)

The section will present a visual mapping of 76 documents related to Islamic strategy management to be able to explore the results of the meta-analysis carried out. The results of keyword analysis mapping are the basis for mapping important or unique terms contained in these documents.

3.2. Journal Source Analysis

Figure 1. shows a list of the top 20 journals that publish articles with the theme of Islamic strategic management in educational institutions with a graphical model. In the graph, *the Journal of Islamic Education* is the first journal to produce articles with the theme in question as many as 6 (six) articles and in the second place is *the Universal Journal of Education Research* as many as 3 (three) articles. The two journals have a theme that is in accordance with the research conducted. Circles with a darker color show journals with more frequency that publish articles with the themes raised in this study.

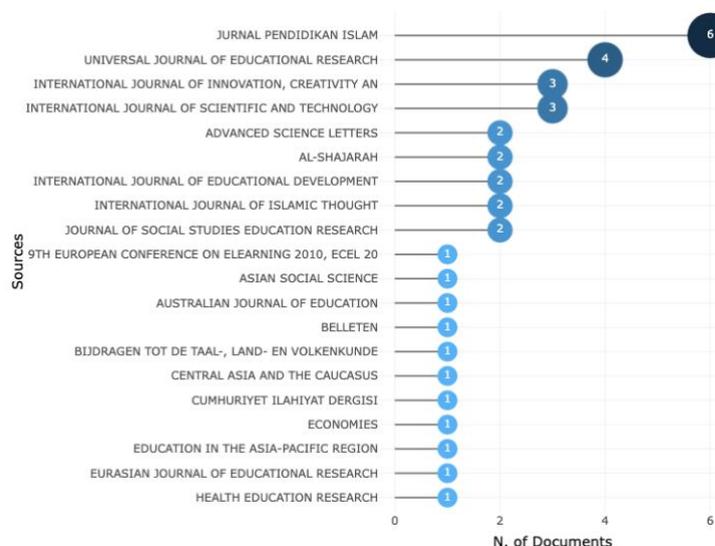


Figure 1. The Most Productive Journal

In addition, the impact of journals is also a concern in this study. Figure 2 shows that *the International Journal of Education Development* is the journal with the highest h-index, which is 2 (two) which is shown in a darker color than the h-index of 19 other journals that are light blue. The *International Journal of Education Development* is a scientific publication journal that focuses on various aspects of educational development globally. The journal includes research articles, theoretical discussions, and practical implications related to educational policy, practice, and innovation. The journal aims to contribute to the advancement of knowledge in the field of educational development, discussing issues such as curriculum design, pedagogy, educational technology, and socio-economic factors that affect education. Researchers and academics often submit their work to these journals to share insights and contribute to the ongoing discourse in the realm of international education development.



Figure 2. Most Impactful Journals

Figure 3 explains the development of each journal in publishing articles with the theme of Islamic strategic management in educational institutions every year. The curve shows that articles with the keyword Islamic strategy management in educational institutions have experienced fluctuating developments. It began in 1999 which was first published by the *Universal Journal of Education* and is consistent through 2023. Meanwhile, *the Journal of Islamic Education* is a journal that has experienced higher growth than other journals until 2023. In addition to the previous two journals, *the International Journal of Development* became the journal that had a higher rate of article production from 2023 to 2019, although it remained consistent until 2023, but the number of articles related to research themes was less than *the Universal Journal of Educational Research* and *the Journal of Islamic Education*.

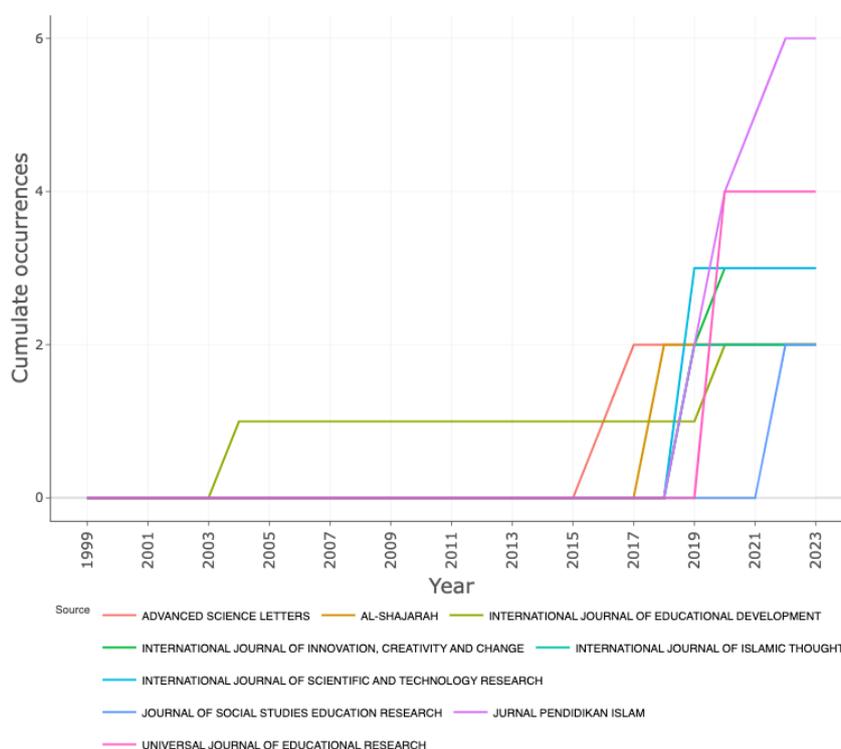


Figure 3. Journal Publication Development

3.3. Author's Analysis

Huda is the author who has conducted the most research on strategic management in educational institutions by producing as many as 2 (two) articles. Meanwhile, the other 19 writers who are included in the top 20 each produce 1 (one) article. Judging from the graph in figure 4, it means that there are still very few researchers who have conducted studies on the theme of Islamic strategic management applied to educational institutions.

In addition, to see the author's productivity, it can also be illustrated in the graph in figure 5. In the image, it can be seen that the red line shows the range of the author's productivity in producing a research. In the image, Huda produced articles in the span of 2016 and 2022, while other researchers each produced 1 article in different years.

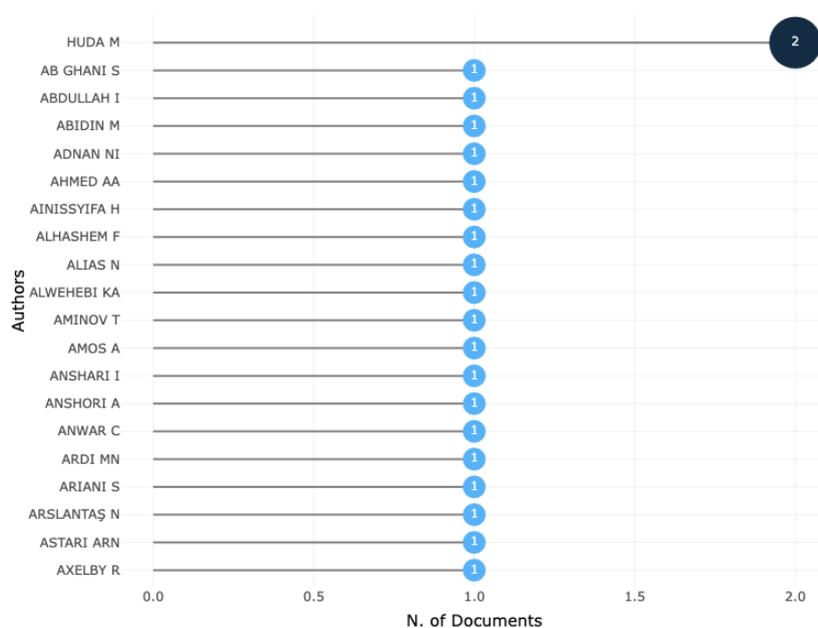


Figure 4. Author Productivity Based on Number of Articles

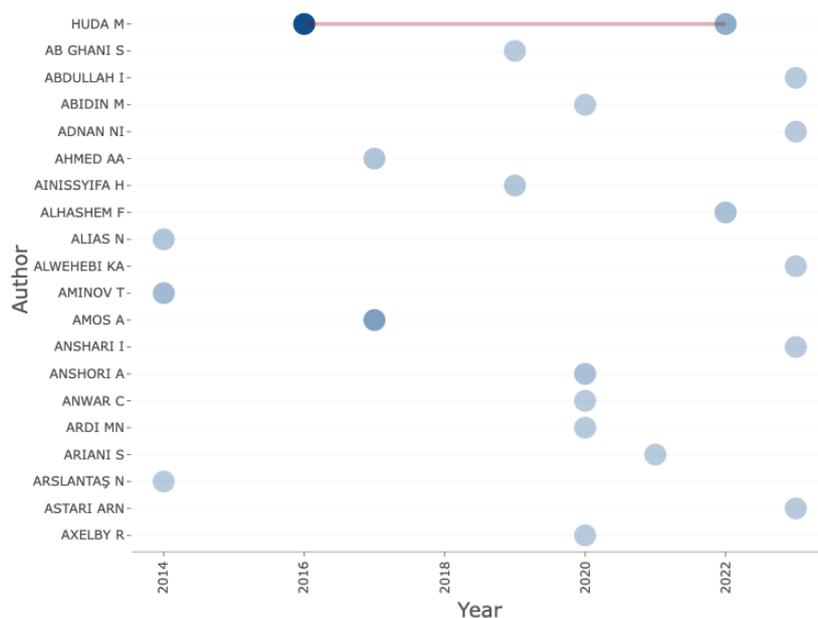


Figure 5. Author Productivity by Year

Furthermore, when viewed in terms of affiliation in figure 6, *Universiti Kebangsaan Malaysia* is an affiliate that conducts a lot of research with the keyword *Islamic strategy management* in educational institutions as many as 5 (five) articles. Meanwhile, *Chang Mai University*, *Tulungagung State Islamic Institute* and *Mandalika University* are affiliates in the next order, each of which produces 4 (four) articles.

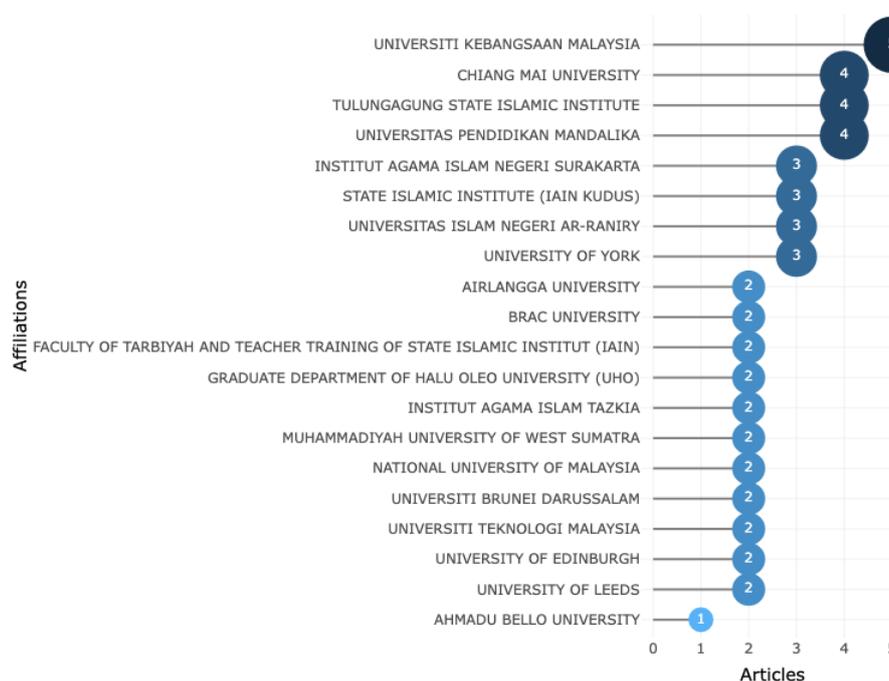


Figure 6. Most Productive Affiliates

3.4. Document Analysis

Figure 7 shows the most cited articles, judging by the author, the year of publication of the journal and the name of the journal that published the article. In the graph, Richardson is the author whose article was widely cited published in 2004 in the *International Journal of Education Development* with the title "Possibel Influences of Arabic-Islamic Culture on the Relective Practices Proposed for An Education Degree at The Higher Collages of Technology in The United Arab Emirates". This article investigates how culture, political institutions and society will influence the procedures for implementing Islamic principles in higher education institutions. To be able to maintain these values, the state prepares its teachers to be able to develop skills in teaching, so that Islamic values in the transformation of knowledge can be instilled properly. This is a strategy taken by the government so that all schools can apply the same principles, so that the human resources produced have the same ideology. The second article that is widely cited was written by Huda in 2016 with the title "Understanding Comprehensive Learning Requirements in The Light of al-Zarnujis Ta'lim al-Muta'allim". In third place Minnis with the title of his article "Is Reflective Practice Compatible With Malay-Islamic Values? Some Thoughts on Teacher Education in Brunei Darussalam" states that in Brunei Darussalam, the government's strategy in maintaining Islamic cultural values in educational institutions is to develop a curriculum at the teacher education level. The teacher implements it in a reflective practice way. This article was published by *the Australian Journal of Education*.

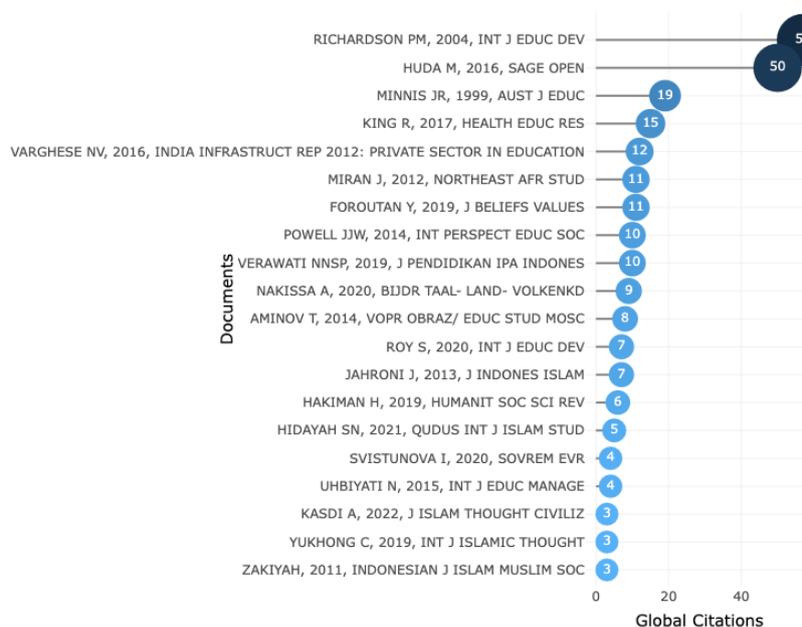


Figure 7. Articles with the Most Citations

Figure 8 shows words that often appear and are relevant to the theme of Islamic strategic management in educational institutions. The word Islamic is the word with the highest ranking 36 times, while education and learning are in 2nd and 3rd place respectively with 27 and 13 numbers. Meanwhile, the words management, strategy and strategies appear 10, 7 and 5 times.

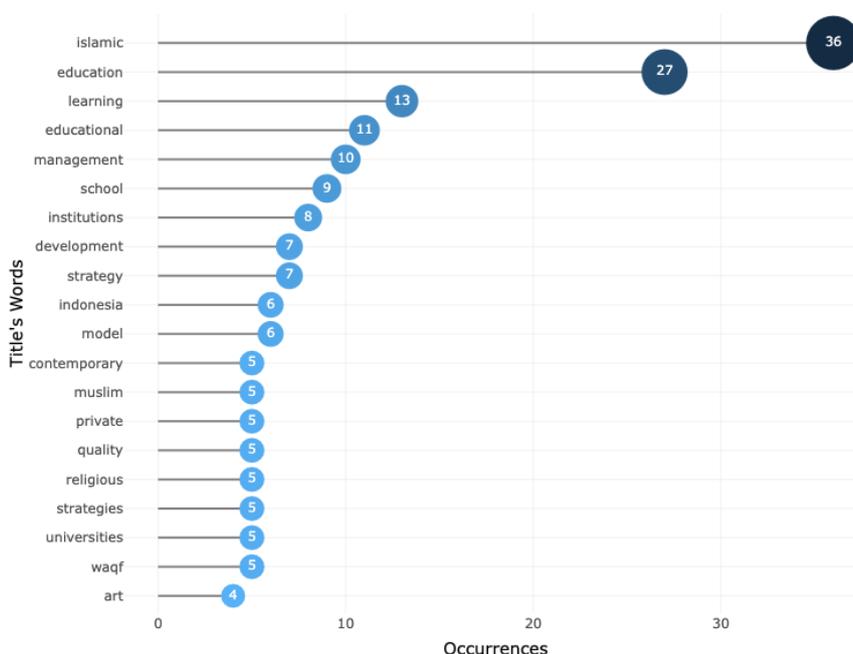


Figure 8. Most Relevant Keywords

The word cloud shown in figure 9 also explains the relevant words that appear in the theme of Islamic strategic management in educational institutions. The word quantity illustrates that the word is a word that is repeated in the article that is the data in this study. If viewed from the picture, the most

dominant words that often appear are islamic, education, institution, management, strategy, strategies, development and learning.



Figure 9. Go Cloud

The analysis of documents with keywords on the scope of the theme of Islamic strategic management in educational institutions presented by figure 10, shows the development of keywords that often appear on the theme. In figure 10, the development of the word starts from 1999 to 2023, with the words "strategy" and "education". These two words are words that consistently appear and have the potential to develop.

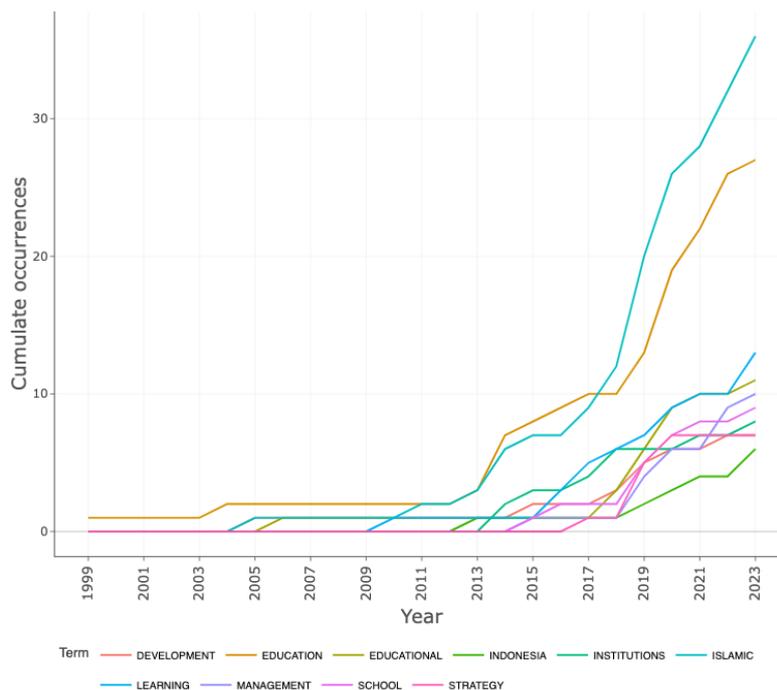


Figure 10. Keyword Development

Figure 11 shows a thematic map related to the management of Islamic strategies in educational institutions, with groupings into four quadrants based on their level of density and centrality. The four quadrants have their own characteristics. The themes that appear in the lower left of this map are called Emerging or Declining Themes that have just emerged and have the potential to develop further, or perhaps out of the focus of the research. These themes are considered underdeveloped and less significant, characterized by low density and centrality. Examples include "understanding, and international". (Maulida & Rusydiana, 2023)

Furthermore, the themes located at the bottom right of the thematic map (Basic Themes) are basic themes or themes that cross various fields. Despite having a low density, these themes have a high centrality, making them important for the field of research, although they do not always get further development. Some examples include "contemporary, strategies, role, teacher, citizenship".

Niche Themes are themes in the top left representing themes with a high level of density but low centrality. This shows that these themes are developing well, although they do not have a major impact in the field of research. Some related themes include "family, republic, research, and institute."

Meanwhile, the themes in the upper right quadrant (Motor Themes) are motor themes that have developed well and are considered important in the development of the field of research. Some of these themes include "Arabic, proposed, reflective, Thailand, guru, practice, quality, art, teachers, Islamic, education, and learning."

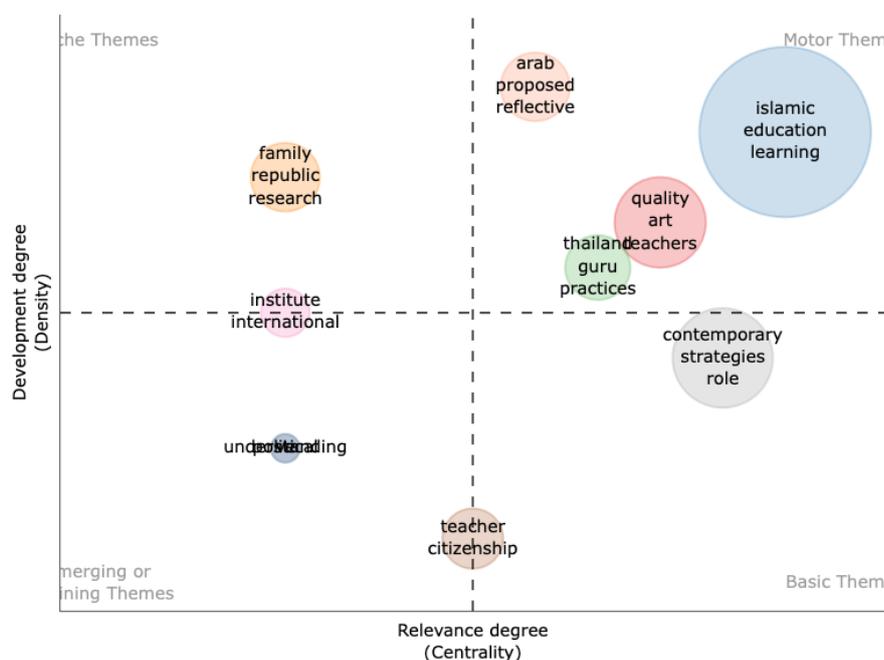


Figure 11. Thematic Map

Discussion and Recommendations

Education is one of the spearheads in building civilization. One of the institutions that facilitates education is schools. These schools are expected to provide quality education and teaching in order to create quality human development. Without exception, educational institutions must have various strategies in developing the schools they are running. *First*, the implementation of *Total Quality Management* in the world of education is still in line to be implemented, such as setting market segmentation, setting targets, positioning, differentiation, focus and efficiency. TQM is carried out so that educational institutions have competitiveness in providing quality educational services to students. *Second*, financial independence. Ardi (Ardi et al., 2020) in his research at Pondok Modern

Tazakka (PMT) concluded that there are 3 (three) strategies implemented by PMT in maintaining the sustainability and independence of its educational institutions in terms of financial independence, namely waqf collection management, waqf management management and waqf utilization management. Waqf is one of the strategies that are widely used by Islamic boarding schools in helping to fund educational activities. But currently, universities, both private and public, have begun to manage one of these Islamic social finance systems as one of the sources of educational funding and also one of the sources of funding in carrying out socio-economic activities of the community. Some of the higher education that has run it is the Islamic University of Indonesia (UII), Airlangga University, and the Bogor Agricultural University (IPB). *Third, Leadership.* In some literature, leadership style affects the performance of an organization. An educational institution is a form of an organization, so the leadership style of an educational institution will affect how the educational institution develops. (Abbas et al., 2021, 2022; Saud et al., 2020)

In this study, it is comprehensively discussed related to the literature on Islamic strategic management in educational institutions. The findings of the study show that the development of articles related to Islamic strategic management in educational institutions has been increasing in recent years. This shows that Islamic strategic management in the context of education is a significant focus of attention. These findings indicate that there is an impetus to better understand and apply the concept of strategic management based on Islamic values in the management of educational institutions. One of the importance of strategic management in educational institutions is an effort to increase competitiveness and the demands of change due to the rapid flow of globalization. Education management is a system that regulates the implementation of education to be in accordance with the desired target. To be able to carry out education management, a strategy known as strategic management is needed. Strategic management of education directs education implementers so that they produce quality outputs. With directions, certain limits will arise to prevent unwanted things from happening. (Khorri, 2016) (Budiman & Suparjo, 2021)

The results of this study also found that the keyword "Islamic" is a keyword that often appears in article publications and becomes a motor keyword, which is rich in keys that have developed well and are considered important in the development of the field of research. This shows that the success of strategic management of education, especially in the Islamic context, is influenced by aspects such as the integration of Islamic values in the strategy, stakeholder participation, and a deep understanding of Islamic principles in the context of education. In line with this, the management demands a change in the behavior of school principals, teachers and administrative staff in operating the school in accordance with Islamic principles. The implementation of management has the potential to increase the friction between professional and managerial roles. To meet these implementation requirements, school principals, teachers and administrative staff must have both professional and managerial characteristics. They must have a deep knowledge of the learner and the principles of education to ensure that all important decisions made by the school are based on educational considerations. School principals in particular need to study carefully, both government policies and priorities as well as the school's own priorities. (Khorri, 2016) (Munandar, 2020) (São Paulo, 2011)

Some of the latest studies related to Islamic strategic management in educational institutions and institutions sourced from reputable publications, for example, can be seen in studies conducted by Zainal et al., (2022), Ibrahim et al., (2023), Budiharso et al., (2022), Anwar (2020), and also Mujahidin et al., (2021). Zainal et al., (2022), for example, researched the strategy of pesantren as an Islamic education institution in managing elementary and secondary schools and elaborated the approach used in the adoption of the SMP-BP concept (pesantren based junior high school program).

The results of bibliometric analysis of journals published on the theme of Islamic strategic management in educational institutions allow the identification of several recommendations for researchers to develop the authorship of journals on the theme of Islamic strategic management in educational institutions in the future. The following table shows possible research and recommendations based on their topic and references.

Table 2. Further Research Directions

Theme	Further Research Directions	References
Integration of technology in Islamic strategic management	Learn how the integration of information and communication technology (ICT) can improve the effectiveness of Islamic strategic management in educational institutions. In this case, it focuses on the use of technology in accordance with Islamic values to achieve educational goals.	(Sholeh & Efendi, 2023)
Globalization and Islamic strategic management	Examine the impact of globalization on Islamic-based educational institutions and how strategic management can adapt to change global dynamics.	Author's review
Stakeholder involvement in Islamic strategic management	Examining the role and contribution of the community, teachers, students, and other related parties in strategic decision-making in Islamic educational institutions.	(Fauzi, 2020)
Sharia-based performance measurement in strategic management	Measuring the performance of strategic management at appropriate educational institutions with sharia principles.	Author's Review
	Evaluate the extent of the educational institution has successfully implement strategic management of Islam and its impact on achievement of educational goals.	(Muna & Hapsari, 2015)

4. CONCLUSION

The results of the study show that the most productive journal that discusses Islamic strategic management in educational institutions is Islamic education journals. Meanwhile, the most impactful journal with the highest h-index is *the International Journal of Education Development*. The study also found that the development of journals that have published articles related to Islamic strategic management in educational institutions has increased significantly over the past 10 years. Huda is the author who has conducted the most research on strategic management in educational institutions by producing as many as 2 articles, in the span of 2016 and 2022. If viewed in terms of affiliation, then Universiti Kebangsaan Malaysia is an affiliate that conducts a lot of research with the keyword Islamic strategy management in educational institutions as many as 5 articles. Richardson is an author whose article was widely cited published in 2004 in the *International Journal of Education Development* with the title "Possibel Influences of Arabic-Islamic Culture on the Relective Practices Proposed for An Education Degree at The Higher Collages of Technology in The United Arab Emirates". In the keyword analysis, the term "Islamic" top-ranked was mentioned 36 times. Like the growth in article production, there has been a significant increase in the development of keywords related to Islamic strategic management in educational institutions. Furthermore, this study identifies trends in keyword development based on their centrality and density. Overall, this study provides a comprehensive

overview of the academic landscape related to Islamic strategic management in educational institutions.

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